



# 2026 PARTNERSHIP ORIENTATION BOOKLET

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PIIONEER STARTS *HERE*

[neindiana.com](http://neindiana.com)

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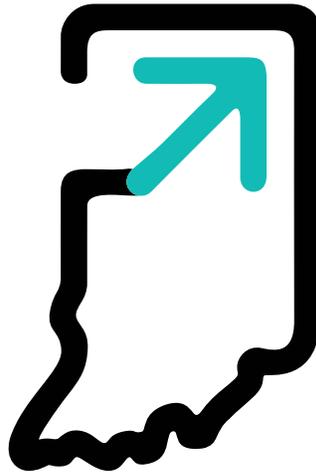
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## ECONOMIC FOUNDATIONS

- ✓ Entrepreneurship & Innovation
- ✓ Transportation & Infrastructure
- ✓ Real Estate & Quality of Life
- ✓ Talent & Education

## ECONOMIC OUTCOME

- ✓ Increased Prosperity
- ✓ Job Opportunity
- ✓ Increased Standard of Living

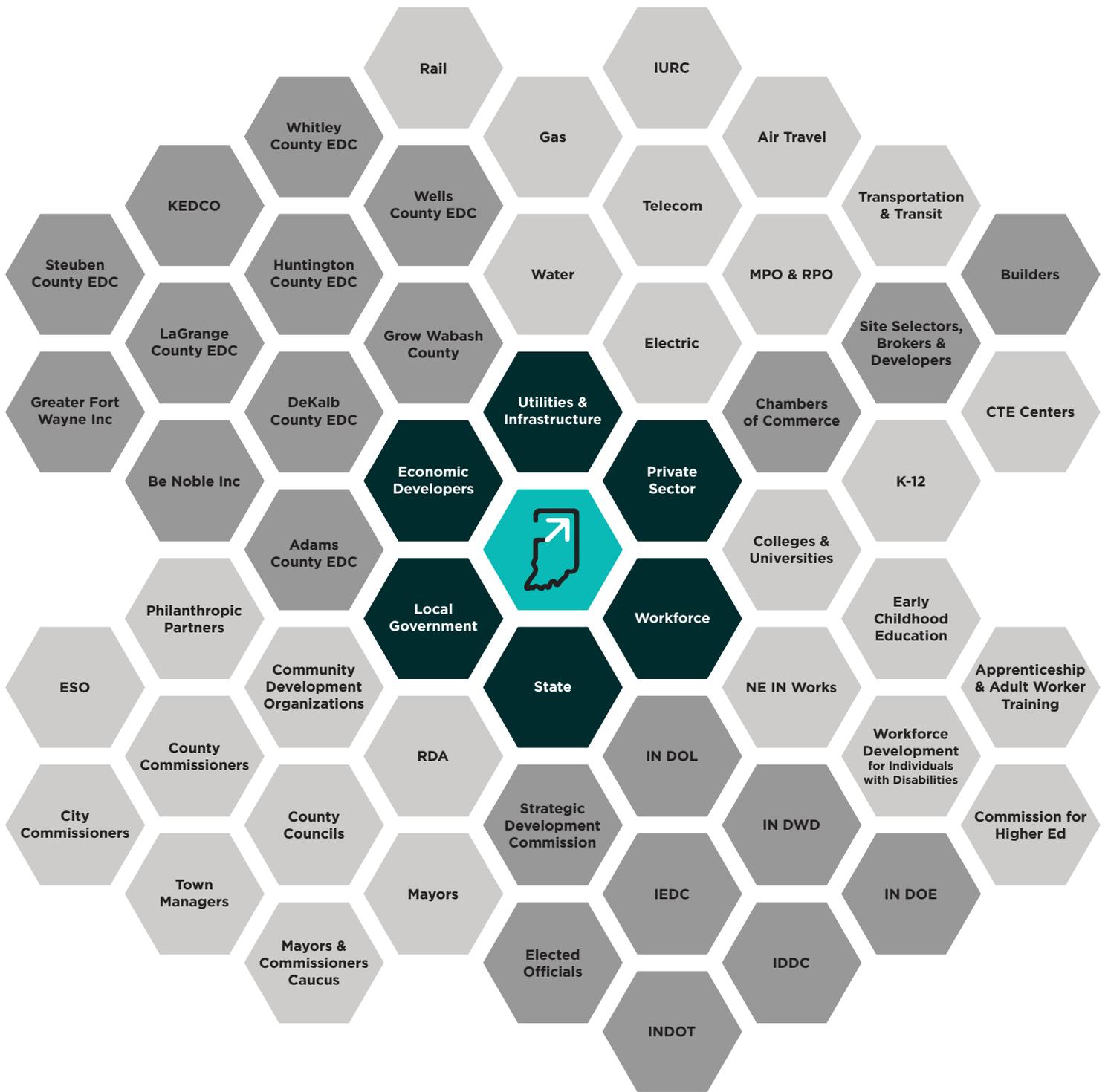


## BUSINESS DEVELOPMENT

- ✓ Marketing
- ✓ Business Attraction
- ✓ Retention & Expansion
- ✓ Export & Trade

- ✓ Job Creation
- ✓ New Payroll
- ✓ Capital Investments

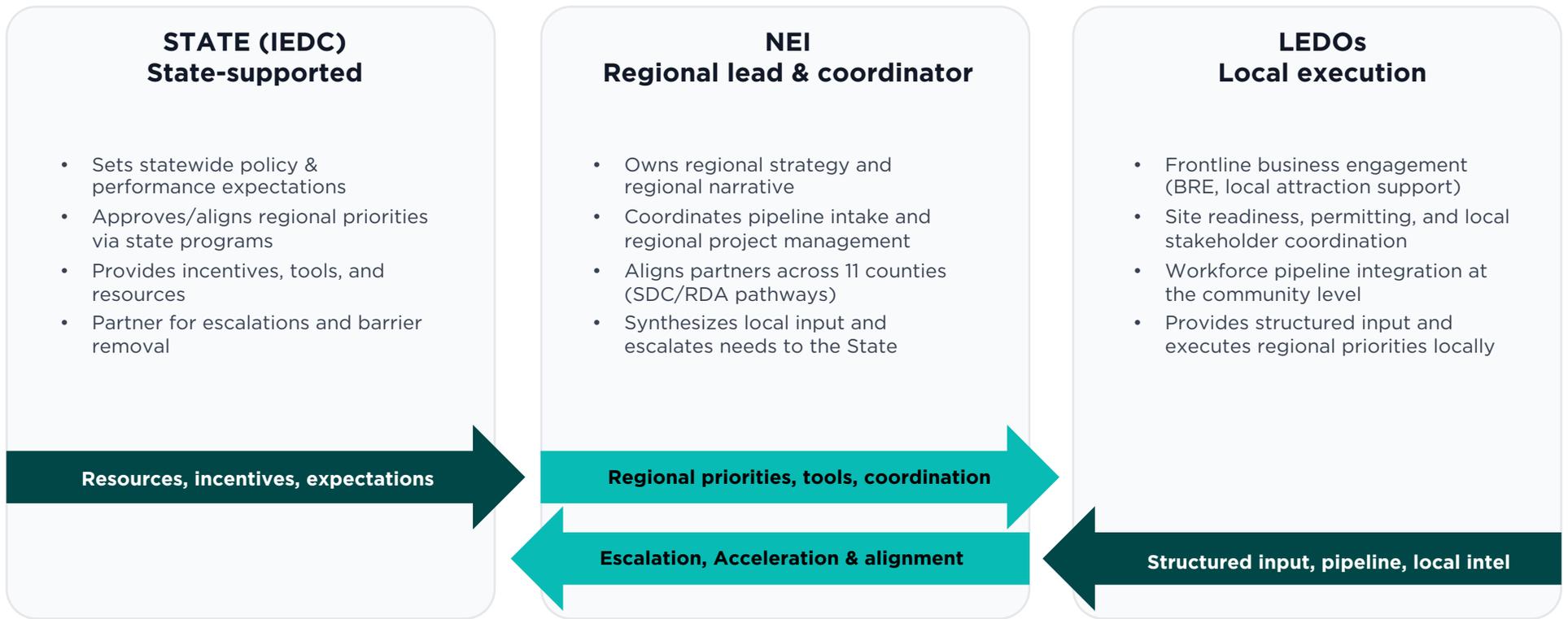
## IMPACT



# Region-Led, State Supported, LEDO-Executed, Economic Development

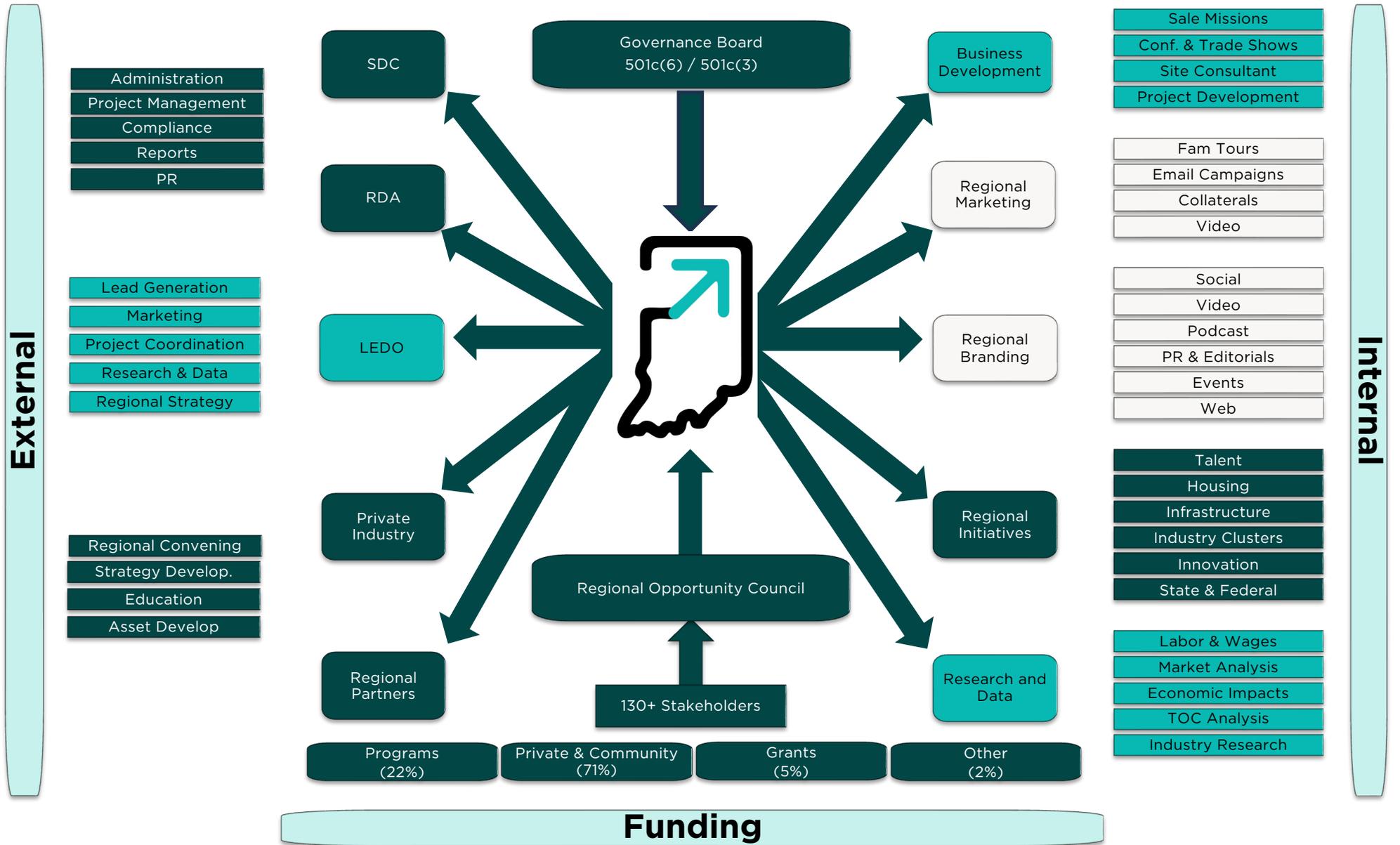
## SHARED OUTCOME:

One coordinated marketplace where local implementation capacity is preserved, regional strategy is aligned, and the State accelerates delivery.



*Operating relationship between NEI, the State (IEDC), and the LEDO Alliance / local LEDOs*

# NEI Operational Framework





# **NEI 2026**

## **Annual Operating Plan**

 260-469-3469

 200 E Main St, Ste 910  
Fort Wayne, IN 46802

 [www.neindiana.com](http://www.neindiana.com)

## **A letter from Stéphane Frijia, President & CEO**

As we move into FY26, Northeast Indiana stands at a meaningful moment - one defined by strong momentum, expanding opportunities, and growing recognition of the value of regionally-led strategies. Together, we have strengthened the foundations of our economy and positioned the region to advance the next phase of our 2025-2027 Strategic Plan.

This Annual Operating Plan continues to center on Growth, Innovation, and Opportunity - the pillars that guide our work. These objectives reflect our commitment to attracting new business investments, cultivating a dynamic innovation ecosystem, and ensuring that all 11 counties benefit from sustainable economic progress.

Over the past year, we expanded our business attraction platform, deepened collaboration with local partners, enhanced our digital presence, and elevated Northeast Indiana's visibility nationally and globally. We also strengthened support for regional initiatives led by the RDA, SDC, and our higher education partners.

In FY26, we will build on these achievements by sharpening our business development pipeline, executing more focused domestic and international sales missions, expanding familiarization tours, and further modernizing our digital engagement. These efforts will help us compete effectively for the next generation of high-growth industries.

Our FY26 budget reflects disciplined financial management and responsible stewardship of investor resources. With strong cash reserves, diversified revenue, and targeted investments in marketing, outreach, and team capacity, we remain well-positioned to pursue new opportunities and navigate economic uncertainty.

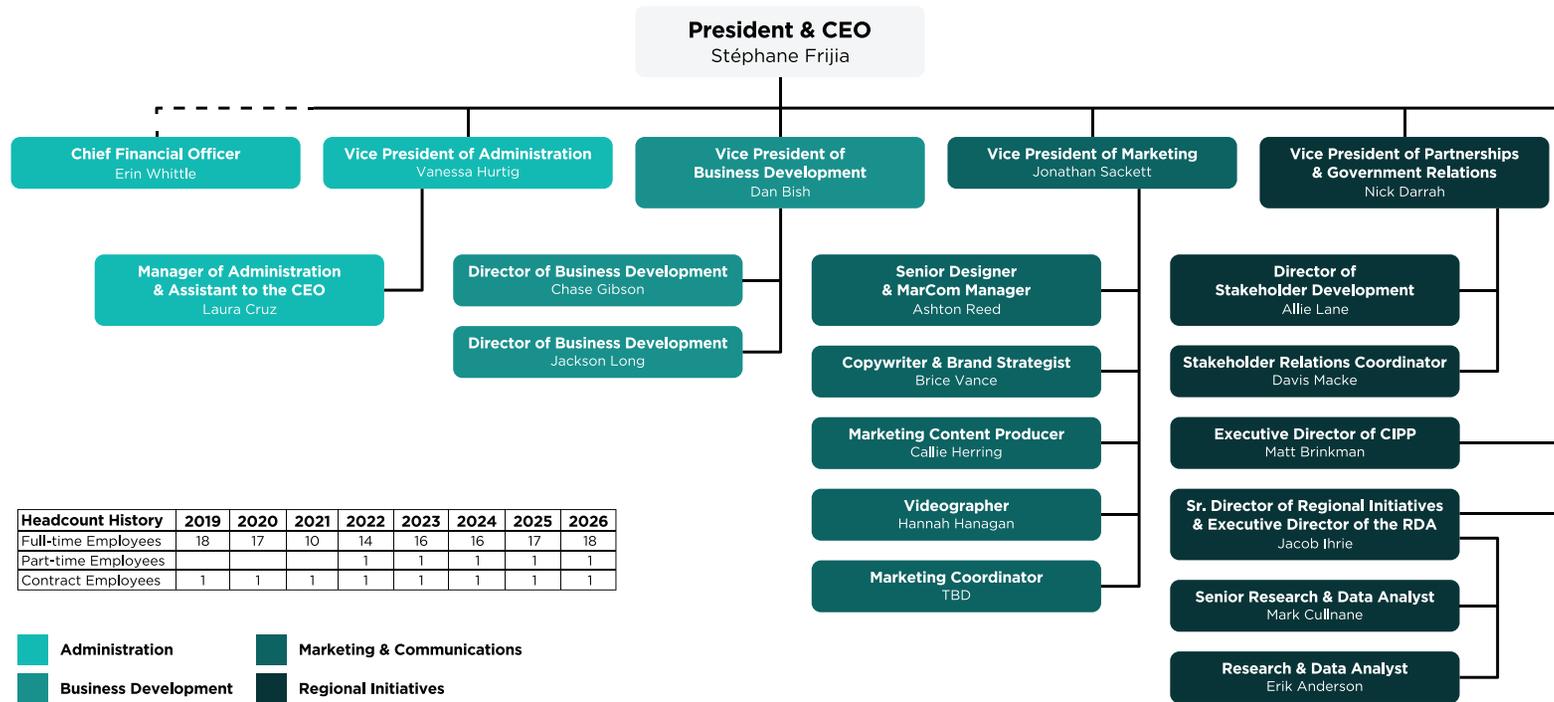
None of this work would be possible without your support. The strength of Northeast Indiana lies in its collaboration - public and private sectors aligned, communities working together, and leaders united by a shared vision. As we enter this next chapter, we remain guided by our mission to drive business investment and strengthen regional competitiveness, and by our vision to be the location of choice for businesses and people shaping tomorrow's economy. Our values of Integrity, Respect, Accountability, and Excellence continue to anchor our work.

**Thank you for your continued partnership and commitment to our region.**



**Stéphane Frijia**  
*President & CEO, NEI*

## 2026 NEI Organization Chart



Headcount History	2019	2020	2021	2022	2023	2024	2025	2026
Full-time Employees	18	17	10	14	16	16	17	18
Part-time Employees				1	1	1	1	1
Contract Employees	1	1	1	1	1	1	1	1

- Administration
- Business Development
- Marketing & Communications
- Regional Initiatives

# 11 Counties. One Region.

**This is Northeast Indiana. Pioneer Starts *Here.***

The Northeast Indiana Regional Partnership's mission is to drive business investment and strengthen the region's global competitiveness and economic resiliency. We were founded in 2006, and are a public-private partnership with approximately 140 investors. We represent the 11 counties of Northeast Indiana and convene economic development partners across the public, private, and academic sectors to collaborate and focus on sustaining a business-friendly environment. In Northeast Indiana, we come together to quickly design solutions to integrate your business into our community. We are a free service and exist solely to help you.

NEI proudly serves 11 member counties: Adams, Allen, DeKalb, Huntington, Kosciusko, LaGrange, Noble, Steuben, Wabash, Wells, and Whitley.

#### **Our Mission:**

Drive business investment and strengthen the region's global competitiveness and economic resiliency.

#### **Our Vision:**

Be the location of choice for all businesses and people committed to being tomorrow's market leaders.

#### **Our Values:**

Integrity, Accountability, Respect, Excellence

## **2026 Strategic Objectives**

### **1. Growth - Support and amplify Northeast Indiana's thriving momentum.**

Attract new business investments and strengthen regional assets to drive growth, innovation, and long-term stability.

### **2. Innovation - Make Northeast Indiana a beacon for innovation and talent.**

Position Northeast Indiana to be recognized as a top destination for innovation and technology in the Midwest.

### **3. Opportunity - Ensure access to success for all in Northeast Indiana.**

Foster inclusive, sustainable, and balanced economic growth across the region's diverse rural and urban communities.

## 2026 Budget Overview

As we continue to work on the strategy and now execution of the 3-year strategic plan, our focus on this 1-year budget remains firmly on Growth, Innovation, and Opportunity. Stakeholder and community partner engagement will be a top priority, positioning Northeast Indiana as a cohesive, best-in-class contender for business attraction.

The chart below depicts budgeted, forecasted, and actual net income (loss) and cash balances from 2022 through 2026.

Description	2026 BUDGET	2025 FORECAST	2024 ACTUAL	2023 ACTUAL	2022 ACTUAL
<b>INCOME</b>					
Private Sector Income	\$2,199,000	\$2,309,000	\$2,122,400	\$1,842,900	\$1,992,500
Fee for Service Revenue	\$0	\$0	\$144,200	\$380,300	\$368,400
Program Revenue	\$885,000	\$744,000	\$500,600	\$528,000	\$320,900
Grant Revenue	\$303,000	\$152,500	\$293,900	\$165,000	\$180,300
Sponsorships	\$75,000	\$27,000	\$25,000	\$33,900	\$17,500
Sublease Revenue	\$93,000	\$86,000	\$92,800	\$106,500	\$110,200
Income	\$3,555,000	\$3,318,500	\$3,178,900	\$3,056,600	\$2,989,800
<b>EXPENSES</b>					<b>d</b>
Employee Compensation	\$2,161,000	\$1,969,500	\$1,719,600	\$1,686,300	\$1,584,000
Operating Costs	\$445,000	\$400,100	\$401,400	\$390,700	\$385,000
Legal & Professional Fees	\$189,000	\$196,800	\$209,500	\$164,800	\$160,100
Marketing	\$168,000	\$147,000	\$178,900	\$254,600	\$218,500
Program Expenses	\$467,000	\$402,100	\$330,100	\$357,700	\$431,100
Travel Expenses	\$102,000	\$99,000	\$73,900	\$91,900	\$98,100
Expense	\$3,532,000	\$3,214,500	\$2,913,400	\$2,946,000	\$2,876,800
Net Operating Income (Loss)	\$23,000	\$104,000	\$265,500	\$110,600	\$113,000
<b>OTHER INCOME (EXPENSE)</b>					
Other Income (Expense)	(\$23,000)	(\$47,000)	(\$34,400)	(\$67,600)	(\$86,300)
<b>NET INCOME (LOSS)</b>	<b>\$0</b>	<b>\$57,000</b>	<b>\$231,100</b>	<b>\$43,000</b>	<b>\$26,700</b>
<b>NET IMPACT TO CASH RESERVES</b>	<b>\$68,000</b>	<b>\$149,000</b>	<b>\$380,400</b>	<b>\$196,700</b>	<b>(\$325,900)</b>
Average modified monthly operating reserves	\$294,000	\$268,000	\$242,800	\$245,500	\$239,700
<b>ANTICIPATED NUMBER OF MONTHS OPERATING RESERVES AT 12/31</b>	<b>8.8</b>	<b>9.4</b>	<b>9.7</b>	<b>8.6</b>	<b>8.0</b>

Targeted operating reserve established by the Board of Directors is 6-9 months.

1. **Program and Travel Expenses.** Combined program and travel expenses are budgeted higher than in 2025 primarily due to expenses built in for new initiatives that may disclose themselves during the year. These are not committed to a specific project yet but are included in anticipation of new opportunities.
2. **Operating Activities.** The Regional Partnership's activities are recorded within its accounting records, while the Northeast Indiana Fund serves as a funding mechanism for charitable activities. Since 2024, the Northeast Indiana Fund has been the employer of record, leasing employees to the Regional Partnership. The Regional Partnership records leased employee expenses each month, with the Northeast Indiana Fund matching this with leased employee revenue. This process balances monthly consolidated financials.
3. **Private Sector Revenue.** Private sector revenue is anticipated to be \$2,199,000 in 2026. This includes \$2,206,500 of retained investment from 2025, a conservative 6% loss reserve for private sector investments to account for potential investor attrition (a slight increase from the 4% loss recorded year-to-date in 2025) in the amount of \$132,400, and new investment of \$125,000. The 2026 budget does not include revenue from investors who paid in 2025 but will not be carrying forward into 2026 (either at the same level or at all), which is the cause of the drop in retained revenue for 2026 compared to total private sector revenue in 2025. In 2025 we added team members to our Stakeholder Relations team with the intent of growing engagement with our existing investors (which aligns with the 100% engagement KPI for 2026) and growing revenue. We believe that despite some economic uncertainty in certain industries in our region right now, our current and future list of prospects is a strong pipeline and meetings held to date with those new potential investors have gone well with positive feedback. Our focus for 2026 will be on retention of current investors as well as growth in new investors. It should be noted that \$32,500 of revenue that was historically recorded as private sector will be moving to grant revenue in 2026 at the request of the investors (they are paying through foundations now rather than their operating businesses).
4. **Program Revenue.** Program revenue encompasses management fees for READI 1 and READI 2 funds from the Regional Development Authority (RDA) and revenue from the Strategic Development Commission as well as smaller amounts for shared services agreements with our suitemates.
5. **Grant Revenue.** Grant revenue includes historically received operating grants that fund the organization's initiatives as well as growth from new grants not yet identified in the amount of \$15,000. There is an increase in grant revenue in 2026 from 2025 forecast that is mostly due to a 2-year grant that we have received historically (the last time we were awarded that grant was in 2024) in addition to the \$32,500 of revenue that will now be recorded as grants instead of private sector revenue (discussed above).
6. **Sponsorship Revenue.** Sponsorships provide \$45,000 for FAM tour events and \$30,000 for the annual Pioneer Event.
7. **Employee Compensation.** The budget includes compensation for 18 full-time employees, one part-time employee, and part-time interns, and includes adjustments for inflation and merit increases.
8. **Operating Costs.** Operating expenses are projected to grow due to an increase in rent with our renewal in June 2026 and budgeting for full professional development participation across the team in 2025. Organizational development will decrease in 2026 now that we have received our AEDO (Accredited Economic Development Organization) status.
9. **Legal and Professional Fees.** Overall, legal and professional fees are budgeted to decrease in 2026 with a change in payroll companies and projected legal fees for the year.
10. **Marketing Costs.** Marketing expenses are expected to rise to amplify NEI's reach nationally and globally, supporting the Annual Operating Plan (AOP). There will be a reduction in outsourced social media expenses with the addition of a team member (included in employee compensation) whose focus will be amplifying our social platforms.

**Goal 1: Growth - Support and amplify Northeast Indiana's thriving momentum.**

*Attract new business investments and strengthen regional assets to drive growth, innovation, and long-term stability.*

**Strategies & Tactics**

**Strategy 1: Attraction**

- Tactic 1: Engage corporate investors with compelling content and clear value propositions, delivered through both in-person and out-of-home experiences and digital channels.
- Tactic 2: Strengthen brand recognition and build relationships with site consultants, executives, and industry experts by hosting and participating in high-quality events and familiarization tours.
- Tactic 3: Prioritize international lead generation outreach around key industry targets.
- Tactic 4: Facilitate and create incentives to expand market visits, improving project cultivation and conversion rates.
- Tactic 5: Increase referrals by tapping into the expertise and networks of executives across the region and state.

**Strategy 2: Partnerships**

- Tactic 1: Execute the Community Impact Partnership Program (CIPP) and coordinate ongoing engagement with civic and business leaders to align around regional assets, needs, opportunities, and infrastructure priorities.
- Tactic 2: Host national speakers and thought leaders to address factors shaping economic development, and leverage the ROC's expertise to identify emerging trends and industry opportunities.
- Tactic 3: Strengthen relationships with industry leaders, site consultants, trade associations, and government agencies to drive business attraction.

**Strategy 3: Consulting**

- Tactic 1: Enhance staff education and expand operational resources, including business attraction and other reference handbooks.
- Tactic 2: Elevate the national and international profiles of NEI team members by contributing to podcasts, articles, and blogs that highlight the region's economic development story.

**Strategy 4: Support**

- Tactic 1: Provide operational support to the RDA Board in managing state and public funding programs, with an emphasis on compliance, accountability, and transparent reporting.
- Tactic 2: Assist the RDA and SDC in implementing strategies that ensure their financial and organizational sustainability over the long term.

## **Goal 2: Innovation - Make Northeast Indiana a beacon for innovation and talent.**

*Position Northeast Indiana to be recognized as a top destination for innovation and technology in the Midwest.*

### **Strategies & Tactics**

#### **Strategy 1: Digital Storytelling**

- Tactic 1: Produce targeted digital and print content—case studies, testimonials, and promotional stories—that position Northeast Indiana as a hub for innovation and technology, with a focus on talent and entrepreneurship.
- Tactic 2: Connect local innovators, investors, and business leaders through forums and networking opportunities to share insights and strengthen collaboration.
- Tactic 3: Enhance the content of PioneerStartsHere.com to provide easier access to information about the region's assets, innovation ecosystem, and entrepreneurial programs.

#### **Strategy 2: Partnerships**

- Tactic 1: Develop strategic partnerships to achieve economies of scale and increase the effectiveness of regional promotion.
- Tactic 2: Collaborate with regional universities and colleges to develop innovation hubs that support commercialization, applied research, and start-up growth.
- Tactic 3: Leverage organizations such as NIIC, OrthoWorx, Plug and Play, DING, and NIDIA to attract investment and support new ventures.
- Tactic 4: Expand access to capital by cultivating relationships with angel investors, venture capital firms, and private equity groups to fund emerging ventures in innovation-driven sectors.

**Goal 3: Opportunity - Ensure access to success for all in Northeast Indiana.**

*Foster inclusive, sustainable, and balanced economic growth across the region's diverse rural and urban communities.*

**Strategies & Tactics**

**Strategy 1: Partnerships**

- Tactic 1: Support LEDOs in addressing barriers to economic growth.
- Tactic 2: Support key partners in launching new talent attraction marketing campaigns.
- Tactic 3: Collaborate with colleges and universities on enrollment and workforce initiatives that expand the region's talent pipeline for core industries and supply chains.
- Tactic 4: Maintain a diverse, industry-focused, and regionally-balanced Board of Directors to advance strategic goals across the region and in local communities.

**Strategy 2: Advocacy**

- Tactic 1: Advocate for state and federal policies and funding that advance local industries, strengthen employment growth, and address community needs—focusing on infrastructure, technology, and core clusters such as orthopedics/MedTech, biotech, space-tech, advanced materials, and food/agriculture—and support regional initiatives like the U.S. 30 Coalition.
- Tactic 2: Support state and federal policy initiatives, championed by the Regional Chamber and the Mayors and Commissioners Caucus, to advance equitable infrastructure investment that drives job creation across all areas of the region.
- Tactic 3: Enhance the region's capacity to advocate, convene partners, and increase funding for critical infrastructure projects, including energy, water, transportation, and broadband.
- Tactic 4: Develop a regional advocacy agenda and strategy to advance Northeast Indiana's interests at the federal level.

# 2026 Key Performance Indicators

## Business Attraction and Marketing

New Leads	New Projects	Domestic Sales Missions	International Sales Missions	Fam Tour	Digital Engagement Campaigns
250	70	25	5	2	16

## Brand Development

Search Impressions	Active Visitors	Blogs Published	PR Impressions	Speaking Opportunities	Media Opportunities	Podcasts Published	Video Views	Social Impressions	Sentiment
800K	27K	35	640M	5	7	20	965K	1M	80% Pos./ 20% Neg.

## Regional Initiatives

Investor Engagement	Regional Projects Supported
100%	9

14

Cash Reserves	New Private Sector Funding	Retained Investors
9 months	\$125,000	94%

Leads – a public or private company, regardless of size, stage, domicile, looking to expand or relocate all or portions of their business operation to an area or areas within Northeast Indiana that has sufficient intent and capability to execute a Project.  
 Projects – an investment from a Lead that has (i) a legitimate project scope and estimated decision timeline within the next 18 months; (ii) a plan to bring net new jobs and capital investment to the region; and (iii) is in the process of examining other markets for their expansion or adding an  
 Domestic Sales Missions – a targeted, region-focused business development trip conducted within the United States to generate new investment opportunities, strengthen relationships with corporate decision-makers, and promote the region's competitive assets.  
 International Sales Missions – a targeted, region-focused business development trip conducted outside the United States to generate new investment opportunities, strengthen relationships with corporate decision-makers, and promote the region's competitive assets.  
 Familiarization tour ("FAM tour") – a curated, on-the-ground visit designed to introduce key external audiences—such as corporate decision-makers, site selectors, industry partners, investors, and media—to the region's assets, capabilities, and quality of life.  
 Digital Engagement Campaigns – a targeted digital marketing effort aimed at industry sectors, site selectors, corporate decision-makers, and strategic partners to promote Northeast Indiana's business advantages, workforce strengths, and project-ready assets.  
 Search Impressions – the number of times links to NEI-owned websites appear in search engine results when users look for information related to business expansion, site location, regional data, or other economic development topics.  
 Active Visitors – a website user who demonstrates meaningful engagement by viewing multiple pages per session—indicating a deeper interest in Northeast Indiana's business environment, site location, regional data, or strategic initiatives.  
 Blog Published – an original article created and published on NEIIndiana.com that highlights regional assets, business stories, talent initiatives, cluster strengths, and economic development progress.  
 PR Impressions – the total potential audience reached through press releases distributed to local, national, and international media outlets about Northeast Indiana's economic development wins, announcements, or strategic initiatives.  
 Speaking Opportunities – an opportunity for NEI leadership or staff to speak—either in person or virtual—at conferences, industry events, webinars, or partner meetings to present regional strategies, business advantages, and economic development outcomes.  
 Media Opportunities – an interview or editorial feature published or broadcast by local, national, or international media outlets that highlights Northeast Indiana's competitiveness, projects, or economic development activities.  
 Podcasts Published – the total number of full-length podcast episodes produced and uploaded to YouTube and PioneerStartHere.com that promote regional stories, business leaders, and sector strengths relevant to economic development.  
 Video Views – the total number of views across all NEI video content—including YouTube, PioneerStartHere.com, and other partner or third-party platforms—demonstrating public interest in the region's economic development storytelling.  
 Social Impressions – the total number of times NEI's social media posts are viewed across Facebook, Instagram, X, and LinkedIn, reflecting reach and engagement with messages related to business attraction, talent, and regional development.  
 Sentiment – an aggregated measure of positive, neutral, or negative reactions to Northeast Indiana across online sources—including social media, news coverage, and digital content—indicating public perception of the region's economic development narrative.  
 Investor Engagement – the percentage of NEI investors participating in at least one one-on-one meeting each year, focused on information-sharing, relationship-building, and understanding organizational priorities—without any solicitation for additional funding.  
 Regional Projects Supported – an initiative or program in which NEI plays a key role through development, implementation, coordination, or strategic support, including efforts led by or in partnership with the RDA and the SDC, NEI Colleges & Universities, ROC, and other regional, statewide, or external partners. These projects advance regional economic growth, talent, and quality-of-life priorities across Northeast Indiana.  
 Cash Reserves – the number of months the organization could continue operating at current service levels, without reducing programs, altering staffing, or adjusting its budget— if external funding were delayed or disrupted.  
 New Private Sector Funding – all funding generated from businesses, private organizations, and public-sector entities to our Annual Fund and sponsorship dollars that exceed established sponsorship goals.  
 Retained Investors – the percentage of investor organizations that continue their financial commitment to NEI from one year to the next. This metric measures investor satisfaction, the strength of NEI's value proposition, and the stability of private-sector support for regional economic development efforts.

# NEI VALUES + I STATEMENTS

INTEGRITY	RESPECT	ACCOUNTABILITY	EXCELLENCE
<p><b>I lead by example.</b>                      -Help others, generously share knowledge</p> <p>-Do what you say, say what you mean</p> <p>-Stay true to yourself.</p> <p>-Code of Ethics</p> <p><b>I am fiercely loyal.</b>                      -Team: have each other's back and assume noble intent</p> <p>-Values</p> <p>-Mission</p> <p>-Confidentiality</p> <p>-Stewardship</p> <p><b>I stay true to myself.</b>                      -Hold to your values no matter the circumstance</p> <p>-Consistency: people know what to expect of me</p> <p>-Self-care</p>	<p><b>I demonstrate stewardship to internal and external partners.</b>                      -I am honest</p> <p>-Respect – time, resources, stewardship</p> <p>-Share information with people who need it.</p> <p><b>I give grace and assume noble intent.</b>                      -I seek to understand</p> <p>-Personal responsibilities do not take away from professional competency</p> <p>-Respect my teammates' and stakeholders' needs and consider them.</p> <p><b>I show up.</b>                      - to meetings                      - being present / participating                      - being prepared</p>	<p><b>I am responsible for earning the trust of my team.</b>                      -Willing to try, even if failure is inevitable.                      -Knowing this plays vital role in effectiveness of team.                      -Having each other's backs</p> <p><b>I am here to get stuff done.</b>                      -I will not overpromise nor will I underdeliver and I will seek out and accept feedback on success and failures.</p> <p><b>I am realistic with my capabilities and transparent with my results.</b>                      -not only to myself, but my team, investors, stakeholders and region</p>	<p><b>I pursue the best outcomes for the region, stakeholders and myself.</b></p> <p><b>I know my limits and maintain a positive attitude and actions.</b></p> <p><b>I learn from previous experiences and seek constant improvement.</b></p> <p>-Sense of purpose                      -Two definitions:                      organizational, individual                      1. internal – self imposed                      2. external – how others perceive</p> <p>-Constant pursuit                      -Desire for continuous learning                      -Long-term consistent effort                      -Strive for the best outcome                      -Is not perfection                      -Applied learning from mistakes                      -Pain is a powerful teaching tool</p>

# Structure of Board, Standing Committees & ROC

## Governing Board

### PURPOSE

The Board of Directors is responsible for governing the business, property and financial matters of the Regional Partnership. Board Members serve a significant role in the strategic direction of the Partnership and act as advocates on behalf of the Partnership to assist in leading and coordinating regional collaboration to achieve the vision of the Partnership.

## Standing Committees of the Board

Standing Committees assist the Board of Directors in carrying out specific governing functions, primarily by performing analysis, review and recommending action on behalf of the governing board. Each standing committee holds the authority of the Board of Directors in the management of the Partnership and must consist of at least 3 members of the Board. Standing committees may not take action on the Board's behalf, except as explicitly provided for in a formally adopted resolution.

### Executive Committee

#### PURPOSE

The Executive Committees serves in a leadership capacity to intimately guide and direct the Partnership's strategy, business plan and compensation and maintain a positive working relationship between the CEO and the Board of Directors.

#### MEMBERS

Chair	Treasurer
Vice Chair	Secretary
Immediate Past Chair	Elected Official
ROC Chair	LEDO Council Chair

### Finance & Audit Committee

#### PURPOSE

The Audit & Finance Committee assists with budget preparation and financial oversight and serves to review the Partnership's financial statements, accounting practices and adequacy of auditing and internal controls in conjunction with the auditors.

#### MEMBERS

Committee Chair – Treasurer  
Vice Chair  
1 or more board members  
Others as may be assigned

### Governance Committee

#### PURPOSE

The Governance Committee, critical to engagement of key regional leadership, identifies and recommends members to serve as Partnership Governing Board Members, Officers of the Corporation or Standing and Other Committee Members.

#### MEMBERS

Committee Chair – Immediate Past Board Chair  
Board chairs – past, present, vice  
ROC Chair  
Up to three additional directors

### Council of CEOs

#### PURPOSE

The Council of CEOs engages top-level executives to provide strategic thought leadership in advance our regional vision and guidance on the Partnership's role in attaining Vision 2030 goals.

**MEMBERS:** Investors \$50,000 annually and above and current officer chairs

## Regional Opportunities Council (ROC)

### PURPOSE

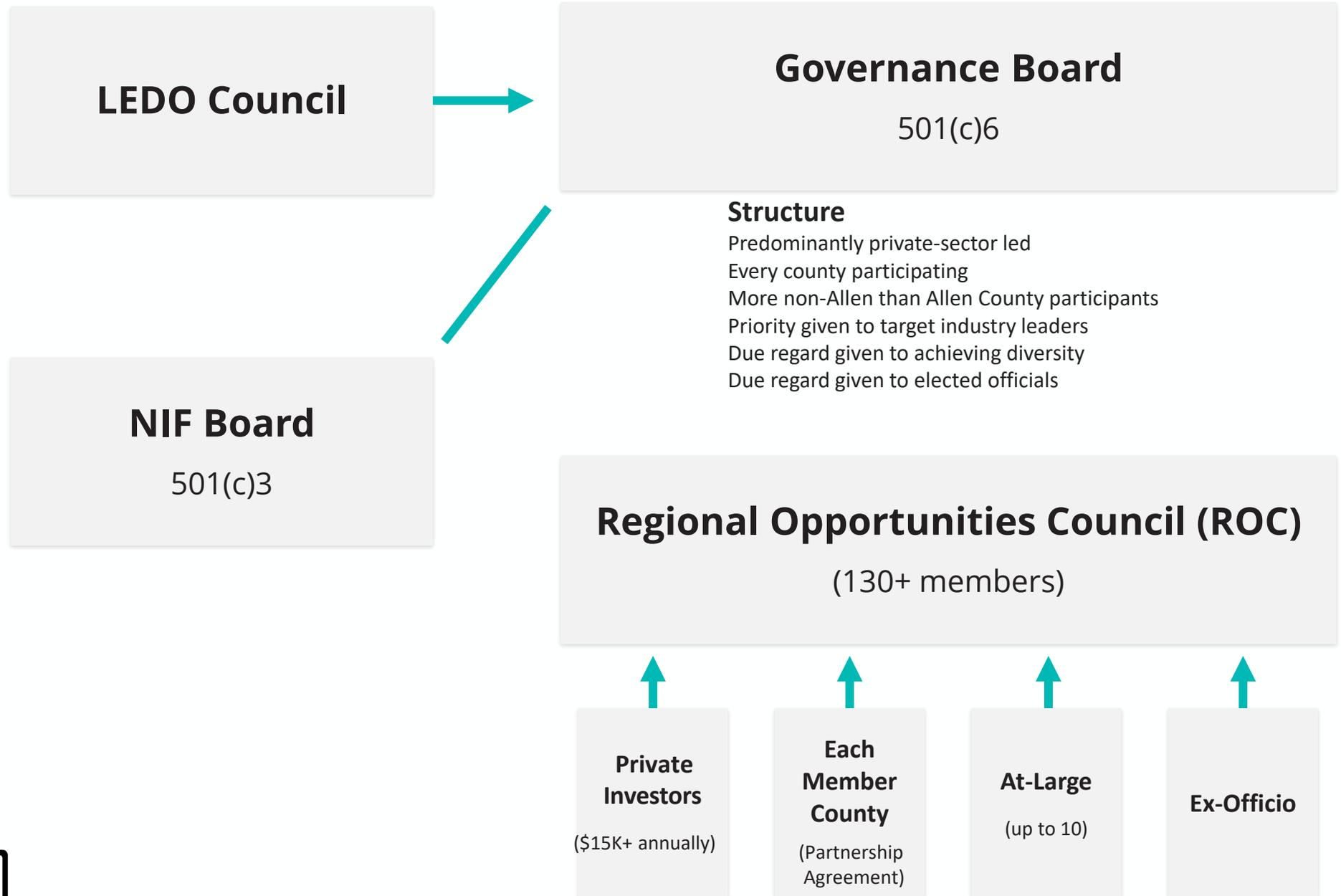
The ROC is a unique leadership body that exists to identify and address opportunities to transform Northeast Indiana's competitiveness. Investors serving on the ROC play a key role in tackling issues that will have a lasting impact on the region's economic viability. The ROC functions as a forum for building trust and collaboration among regional leaders.

### MEMBERS

The ROC consists of business, fee for service, foundation and education investors at the level of \$15,000 annually and above. Each investor is represented by a single individual on the ROC. Ex-Officio seats and up to 10 At-Large seats are used to ensure appropriate representation from all sectors.

Full ROC meetings are held quarterly. The 3 smaller councils (New Economy and Innovation, Built Environment and Workforce Development) have meetings throughout the year.

# NEI Governance Chart



## 2026 Board of Directors

### EXECUTIVE COMMITTEE

#### Chair

**Don Cates**, President & CEO  
3Rivers Federal Credit Union

#### Vice Chair

**Chris Shanks**, Senior VP & General Manager  
Ford Meter Box

#### Immediate Past Chair

**David Findlay**, CEO  
Lake City Bank

#### Treasurer

**Kimberly Shoppell**, Chief Commercial Officer  
Fort Wayne Metals

#### Secretary

**Randy Brown**, Partner  
Barnes & Thornburg

#### ROC Chair

**Ashley Savieo**, Dir Economic Development  
Indiana Michigan Power

#### Elected Official

**Mayor Richard Strick**  
City of Huntington

#### LEDO Council Chair

**Dale Buuck**, President  
Whitley County EDC

### BOARD MEMBERS

**Steve Baker**, President & COO  
Indiana Michigan Power

**Kim Barnett-Johnson**, Chancellor  
Ivy Tech Community College

**Commissioner Richard E. Beck**  
Allen County

**Kevan Biggs**, President & Owner  
Biggs Development Group

**Orsa Britton**, VP Digital Market Development  
Zimmer Biomet

**Gene Donaghy**, Board Member  
Northeast Indiana Regional Development Authority

**Bradley Emerick**, Dir. of Business Development  
Micropulse, Inc.

**Patty Grant**, Retired

**Howard Halderman**, President & CEO  
Halderman Farm Management

**Dena Jacquay**, Chief Administrative Officer  
Parkview Health

**Ravi Jagannathan**, Managing Director  
WEG Commercial Motors

**Sherri Johnston**, President & CEO  
LaGrange County EDC

**Eric Jung**, President  
Northeastern REMC

**Sam Krouse**, Co-CEO  
MPS Egg Farms

**Jonathan Leist**, Director of Comm Dev  
City of Fort Wayne

**Mark Leu**, CEO  
LaGrange County REMC

**Laura Macknick**, President & CEO  
Don Wood Foundation

**Kristin Marcuccilli Green**, President  
STAR Financial

**Mark Music**, President & CEO  
Ruoff Mortgage

**Edmond O'Neal**, President & CEO  
Northeast Indiana Works

**Mike Packnett**, Former President & CEO  
Parkview Health Systems

**Jeremy Reidy**, President  
Ambassador Enterprises

**Mayor Dan Rickord**  
City of Decatur

**Aaron Schaffer**, President & CEO  
Community State Bank

**Matt Stout**, Managing Partner  
Forvis Mazars

**Chris Straw**, President  
Team Quality Services

**Mike Vanover**, President & CEO  
Clean Fuels National

**Stacy Young**, President  
Manchester University

**Tenille Zartman**, President & CEO  
Grow Wabash County

#### **HONORARY DIRECTORS**

**Sherilyn Emberton**, President Emeritus  
Huntington University

**Scott Glaze**, Chairman & CEO  
Fort Wayne Metals Research Products Corp.

**Jim Marcuccilli**, Chairman & CEO  
STAR Financial Bank

**Mark Millett**, Co-Founder, Chairman & CEO  
Steel Dynamics, inc.

#### **EX-OFFICIO / ADVISORY DIRECTORS**

**Rachel Blakeman**, Director  
Purdue Fort Wayne Community Research Institute

**Taylor Fisher**, Executive Director  
Young Leaders of Northeast Indiana

**Stephane Frijia**, President & CEO  
Northeast Indiana Regional Partnership

**Bill Konyha**, President  
Regional Chamber of Northeast Indiana

**Linda Walczak**, Vice President, Business Retention  
& Expansions  
Indiana Economic Development Corporation

**Christy White**, President & CEO  
AgriNovus Indiana

#### **NIF DIRECTORS**

##### **Chair**

**Don Cates**, President & CEO  
3Rivers Federal Credit Union

##### **Vice Chair**

**Chris Shanks**, Senior VP & General Manager  
Ford Meter Box

##### **Immediate Past Chair**

**David Findlay**, CEO  
Lake City Bank

##### **Treasurer**

**Kimberly Shoppell**, Chief Commercial Officer  
Fort Wayne Metals

##### **Secretary**

**Randy Brown**, Partner  
Barnes & Thornburg

##### **ROC Chair**

**Ashley Savieo**, Dir Economic Development  
Indiana Michigan Power

**FOURTH AMENDED AND RESTATED  
CODE OF BY-LAWS OF THE  
NORTHEAST INDIANA REGIONAL PARTNERSHIP, INC.**

**ARTICLE 1**

**Identification, Fiscal Year, Members and Records**

Section 1.01. Name. The name of the Corporation is the NORTHEAST INDIANA REGIONAL PARTNERSHIP, INC. (hereinafter referred to as the "Corporation").

Section 1.02. Fiscal Year. The fiscal year of the Corporation shall begin on the first day of January of each year and end at the close of the thirty-first day of the following December, or as otherwise determined by the Board of Directors (the "Board").

Section 1.03. Members. The Corporation shall have no members.

Section 1.04. Place of Keeping Corporate Books and Records. The Corporation shall keep at its principal office a copy of (a) its Articles of Incorporation and all amendments thereto currently in effect (the "Articles"); (b) its Code of By-Laws and all amendments thereto currently in effect (the "By-Laws"); (c) resolutions adopted by the Board; (d) all minutes of the meetings of the Board and records of all actions taken by the Board without a meeting (collectively, "Board Minutes"); (e) all financial statements of the Corporation for the prior three years; (f) a list of the names and business addresses of the current members of the Board (the "Directors") and the current officers of the Corporation (the "Officers"); and (g) the most recent Annual Report of the Corporation as filed with the Secretary of State of Indiana. The Corporation shall also keep and maintain at its principal office, or at such other place or places within or without the State of Indiana as may be provided, from time to time, in these By-Laws, (i) minutes of all meetings of the Board and of each committee, and records of all actions taken by the Board and by each committee without a meeting and (ii) appropriate accounting records of the Corporation. All of the records of the Corporation described in this Section shall be maintained in written form or in another form capable of conversion into written form within a reasonable time.

Section 1.05. Restatement. These By-Laws, once adopted by the Board, shall be deemed to be the governing by-laws for the Corporation.

**ARTICLE 2**

**Purposes**

Section 2.01. Regional Economic Development Organization. The Corporation shall serve as an Indiana not-for-profit corporation qualified under § 501(c)(6) of the Internal Revenue Code, as may be amended from time to time, to serve as an economic development organization serving Adams, Allen, DeKalb, Huntington, Kosciusko, LaGrange, Noble, Steuben, Wabash, Wells and Whitley counties in Northeast Indiana ("Northeast Indiana Region") and whose mission is to drive business investment and strengthen the region's global competitiveness and economic resiliency.

Section 2.02. Collaboration. To advance the economic development purpose of Section 2.01, the Corporation works with various community and regional partners, including each of the Local Economic Development Organizations with each county comprising the Northeast Indiana Region (“LEDO Council”), the Northeast Indiana Mayors and Commissioners Caucus, the Regional Chamber of Northeast Indiana, Northeast Indiana Works, the Northeast Indiana Regional Development Authority, the Council of CEOs and the Regional Opportunities Council.

## **ARTICLE 3**

### **Board of Directors**

Section 3.01. General Powers. Subject to the limitations of these By-Laws and the laws of the State of Indiana, the business and affairs of the Corporation shall be managed, and all corporate powers shall be exercised by and under the direction of the Board.

Section 3.02. Qualifications and Rights. Except as otherwise provided in these By-Laws, all Directors shall have and be subject to the same and equal qualifications, rights, privileges, duties, limitations and restrictions as follows:

Section 3.03. Board Composition and Number. All Directors shall be elected from the private sector within the Northeast Indiana Region, except set forth below. The size of the Board may be determined from time to time by a resolution adopted by the Directors; provided, however, that the Board may not be decreased to fewer than three (3),

Section 3.03.1. Elected Public Officials Due regard and consideration shall be given for elected public officials holding office within a county, city or town within the Northeast Indiana Region that demonstrates a willingness to consider the Northeast Indiana Region as a whole as opposed to the county, city or town represented by the individual’s public office. The Mayor of the City of Fort Wayne may, with consent and approval of the Board, designate a proxy individual who may represent the Mayor on the Board if such individual, in addition to any other requirement of the Board, holds and is employed by the City of Fort Wayne with the highest position within the then current administration and which is overseen directly by the Mayor.

Section 3.03.2. Principal Business Location Outside of Allen County. No less than fifty percent (50%) of the total number of Directors at any one time shall be employed by, or constitute a majority owner of, a business which maintains its principal office location within the Northeast Indiana Region and outside of Allen County or which has a material business interest outside of Allen County.

Section 3.03.3. Target Industries. Priority and due regard shall be paid to nominating and selecting Directors representative or maintaining expertise in the industries and businesses designated as “Target Industries” or similar designation by the Board.

Section 3.03.4. Diversity. Reasonable and due regard shall be paid to nominating and selecting Directors that constitute diversity in gender, ethnicity, race, train of thought, business expertise, or such other attributes considered by the Board and its Governance Committee to constitute a Board which is representative of the businesses located within the Northeast Indiana Region and those seeking to make business investment within the Northeast Indiana Region.

Section 3.03.5. Ex-Officio Directors. Three (3) members of the LEDO Council, as provided in Article 5, shall serve as Directors at any one time. At least (1) member of the Council of CEOs, the Chair of the Northeast Indiana Mayors and Commissioners Caucus or a designated representative, and the Chair of the Northeast Indiana Regional Development Authority or a designated representative.

Section 3.03.6. Non-Exclusive Qualifications. The qualification requirements of this shall be non-exclusive such that any Director may satisfy more than one applicable qualification.

Section 3.04. Election. The Governance Committee formed pursuant to Section 7.04 shall, subject to the qualification provisions of Section 3.03 above, provide the Board with a list of candidates to serve as Directors as well as a list of candidates to serve as Officers of the Corporation in accordance with Section 6.01 below. The election of such candidates by the Board shall occur prior to the end of fiscal year, or as soon thereafter as the Board determines, with the term for each candidate beginning in January of the following fiscal year.

Section 3.05. Term. All Directors shall be elected for a term not to exceed three (3) years, with the terms staggered from time to time as determined by the Governance Committee with the requirement that the Governance Committee will endeavor to maintain equally staggered terms from year to year. Each Director shall serve until a successor is elected and qualified. Incumbent Directors shall be eligible for re-election to a second and third three (3) year term. Directors may not serve more than nine (9) consecutive years, but they are eligible to be elected to the Board after a one-year absence. Those serving in the Chair, Vice Chair or Immediate Past Chair officer positions are exempt from term limits until after their officer requirements have been fulfilled. A Director shall automatically be removed if that Director fails to meet any qualifications required or established by the Board.

Section 3.06. Non-Voting Directors. The Board may include, subject to and as provided in this Section 3.06, non-voting Directors. Non-voting directors, as described in this Section 3.06, may participate in Board of Director meetings or serve on committees of the Board but shall have no vote on matters before the Board or any of its committees. Such non-voting Directors shall not be subject to the qualification provisions of Section 3.03, shall not be subject to the term limits of Section 3.05, shall not be included for purposes of determining a quorum of the Board and may be elected for such successive term(s) of years as determined from time to time by the Board or as otherwise set forth in this Section 3.06. Non-voting Directors shall be elected by the Board and consist of the following classifications:

Section 3.06.1. Honorary Directors. An Honorary Director shall be in recognition by the Corporation of distinguished service to the Corporation and the Northeast Indiana Region and shall serve for such term or terms as recommended by the Governance Committee and approved by the board.

Section 3.06.2. Advisory Directors. The IEDC Regional Director – NEI Region, President

or CEO of the Northeast Indiana Regional Workforce Investment Board, the President of the Regional Chamber of Northeast Indiana, and the CEO of the Corporation shall each serve as an advisory member of the Board by virtue of his or her office. The Board may also elect additional members of the Board from time to time who represent interests or perspectives that would be beneficial to the business and affairs of the Board and the Corporation.

Section 3.07. Quorum; Board Action. A majority of all Directors duly elected and qualified shall be necessary to constitute a quorum for the transaction of any business at any meeting of the Board, and, except as otherwise provided in these By-Laws, the affirmative vote of a majority of the Directors present at a meeting at which a quorum is present shall constitute legal action of the Board. Non-voting Directors elected pursuant to Section 3.06 shall have no voting rights and shall not be considered for the quorum. All other Directors shall have equal voting rights.

Section 3.08. Regular Meetings. Regular meetings of the Board shall be held no less than quarterly and at such times and at such place as the Chair or the Board shall designate from time to time.

Section 3.09. Special Meetings. Special meetings of the Board may be called by the Chair of the Corporation or by vote representing no less than a majority of Directors. With the exception of regular meetings as set forth in Section 3.08 above, notice of any meeting of the Board, in each case specifying the place, date and hour of the meeting, shall be given to each Director, if by mail, by delivering notice at least ten (10) days before the time set for such meeting; or, if by electronic mail, by delivering an electronic communication at least three (3) days before the time set for such meeting. If mailed, such notice shall be deemed to be delivered when deposited in the United States mail, with postage prepaid, addressed to the Director at the Director's address as it appears on the records of the Corporation. If delivered electronically, such notice shall be deemed to be delivered when sent electronically to the Director at the Director's electronic address as it appears on the records of the Corporation. Unless otherwise required by applicable Indiana statute, the Articles or these By-Laws, neither the business to be transacted at, nor the purpose of, any meeting of the Board need be specified in the notice of such special meeting. Attendance by a Board member at any meeting of the Board shall constitute a waiver of notice of such meeting thereof.

Section 3.10. Resignation. Any Director may resign his or her office at any time by delivering his or her resignation in writing to the Chair or the Secretary of the Board, and the acceptance of such resignation, unless required by the terms thereof, shall not be necessary to make such resignation effective.

Section 3.11. Removal. Any Director may be removed from the Board, at any time, either at any regular meeting or at a special meeting of the Board called for that purpose (i) by no less than two-thirds (2/3) of the current Directors (including the Director to be removed) (a) if that Director has missed more than one-half (1/2) of all Board meetings duly held within any one (1) fiscal year of the Corporation or (b) for any reason as determined by the Board in its sole discretion, or (ii) by a majority of the disinterested Directors in accordance with Section 8.3(b) below. Any Director failing to satisfy the qualifications for which he or she was elected to the Board pursuant to Section 3.03 shall be removed from the Board. The LEDO Council may, in addition to the rights afforded the Board above, remove their appointed Director(s) without approval by the Board.

Section 3.12. Vacancies. Any vacancy among the Directors caused by death, resignation,

removal or otherwise may be filled by a majority vote of the remaining members of the Board, except a LEDO Director's vacancy shall be filled by the LEDO Council pursuant to such rules as govern the LEDO Council. A Director elected to fill a vacancy shall hold office until the expiration of the term of the Director causing the vacancy and until his or her successor has been elected and qualified pursuant to these By-Laws.

Section 3.13. Waiver of Notice. The transactions of any meeting of the Board, however called and noticed or wherever held, shall be as valid as though a meeting had been duly held after regular call and notice, if a quorum is present and if, either before or after the meeting, a written waiver of notice of the meeting, containing the same information as would have been required to be included in a proper notice of the meeting, is signed by (a) each Director not present at the meeting; and (b) each Director present at the meeting who objected thereto to the transaction of any business because the meeting was not lawfully called or convened. All such waivers shall be filed with and made a part of the minutes of the meeting.

Section 3.14. Telephonic or Other Means of Communication. Directors may participate in a regular or special meeting or conduct the meeting through the use of any means of communication by which all Directors participating in said meeting may simultaneously hear each other or see, in real time, a transcription of communication by any alternative means of communication for hearing impaired Directors. Directors participating in a meeting by this means shall be considered to be present in person at the meeting. This Section 3.14 shall be applicable to any committee of the Board existing pursuant to Article 8 with the rights afforded the Directors hereunder being afforded to all members of each committee.

Section 3.15. Action Without Meeting. Any action that may be taken at a meeting of the Board may be taken without a meeting if all Directors approve such action in writing or by electronic transmission as provided by applicable Indiana statute; provided that any action approved by a Director by electronic transmission shall include (i) the unambiguous and unconditional affirmative approval of such action, and (ii) the typewritten name or electronic signature block of such Director. Any action approved in accordance with this Section 3.15 must be evidenced by at least one (1) written or electronically transmitted consent describing the action taken, approved in writing by or by electronic transmission of each Director, and filed with the corporate records reflecting the action taken. Action taken under this Section 3.15 is effective when the last Director whose signature or consent is required approves the action in writing or by electronic transmission unless a prior or subsequent effective date is specified. A consent approved under this Section 3.15 has the effect of a meeting vote and may be described as such in any document. This Section 3.15 shall be applicable to any committee of the Board existing pursuant to Article 8 with the rights afforded the Directors hereunder being afforded to the voting members of each committee.

Section 3.16. Presiding Officer and Secretary of Meetings. The Chair of the Corporation shall preside at all meetings of the Board. If the Chair is absent, then the Vice Chair shall call the meeting of the Board to order and shall act as the presiding officer of such meeting. If the Vice Chair is absent, then the Immediate Past Chair shall call the meeting of the Board to order and shall act as the presiding officer of such meeting. If the Immediate Past Chair is absent, then the Treasurer shall call the meeting of the Board to order and shall act as the presiding officer of such meeting. The Secretary of the Corporation shall act as the secretary of the meetings of the Board, but in the absence of the Secretary, the presiding officer may appoint any person to act as secretary

of the meeting.

## ARTICLE 4

### Regional Opportunities Council

Section 4.01. Members. The Regional Opportunities Council (“ROC”) shall consist of certain investors of the Corporation and other individuals as designated in this Article 4 (collectively, “ROC Members”). Every individual or business entity, whether public or private, that makes the minimum annual contribution to the Corporation, such minimum threshold as determined by the Finance & Audit Committee and approved by the Board of Directors, shall be a ROC Member. Such minimum threshold value may be changed by the Board from time to time. ROC Members shall choose the chair of the ROC (the “ROC Chair”) to serve for a term of two (2) years, the timing of which is aligned with the Officer elections of the Partnership Board of Directors. The ROC Chair or the CEO of the Corporation shall preside over meetings of the ROC. The ROC Chair, in consultation with the CEO of the Corporation, shall determine the agenda of each ROC meeting. The purpose of the ROC shall be to educate its ROC Members as to initiatives affecting the Northeast Indiana Region; be provided with reports and analysis as to the economic development standing of the Northeast Indiana Region; allow an interaction of communication and thought between different parts of the Northeast Indiana Region by promoting discussion among ROC Members; allow communication by and between the Board and to provide feedback, guidance or support for proposals to be undertaken and funded in whole or in part by the Corporation.

Section 4.02. Ex-Officio ROC Members. The following shall each serve as an ex- officio and non-voting ROC Member by virtue of his or her office:

- a. Eleven (11) members of LEDO Council, unless otherwise appointed as a voting member;
- b. IEDC Regional Director – NE Region;
- c. Superintendent of Fort Wayne Community Schools;
- d. Superintendent of one (1) additional Allen County K-12 school system, to be selected by the ROC every two (2) years;
- e. Superintendent of two (2) non-Allen County K-12 school system, to be selected by the ROC every two (2) years;
- f. Representative of Young Leaders of Northeast Indiana;
- g. President of the Regional Chamber of Northeast Indiana;
- h. One (1) representative from the Indiana legislature, to be selected by the ROC every two (2) years;
- i. President and CEO of Northeast Indiana Works;
- j. The CEO of the Corporation;
- k. Such other individuals whom, in the judgment of the ROC Chair, in consultation with the CEO, are beneficial for the purposes and work of the ROC and as approved by the ROC.

Section 4.02. At-Large ROC Members. The voting ROC Members may elect up to an additional ten (10) at-large voting ROC Members to serve for a term of two (2) years each, for the purpose of ensuring the ROC contains representatives from other sectors of the community not

otherwise currently represented on the ROC. Such at-large ROC Members shall not be required to satisfy the investment qualifications of Section 4.01 above.

Section 4.04. Meetings. The ROC Members shall meet no less than four (4) times per year. provided, however, other meetings of the ROC may be called by the ROC Chair.

Section 4.05. Quorum. A quorum of the ROC at any meeting shall be one-quarter (1/4) of the duly qualified and voting ROC Members. The act of a majority of voting ROC Members present at a meeting who constitute a quorum shall be the act of the ROC.

Section 4.06. Proxies. At all ROC meetings, a voting ROC Member may vote in person or by proxy. The ROC Member shall make a proxy designation in writing and file it with the Corporation before the time of the meeting. Any proxy delivered by a ROC Member to the Corporation shall remain in existence unless and until such Member revokes such proxy in writing delivered to the Corporation or such individual is no longer a ROC Member.

Section 4.06. Notice of Meetings. All notices of meetings shall conform with the provisions of Section 3.09 with respect to special meetings of the Board.

## **ARTICLE 5**

### **LEDO Council**

Section 5.01. Function. The LEDO Council is an unincorporated organization comprised of one representative from each private economic development organization that conducts business on a county-wide basis for each of the Counties within the Northeast Indiana Region. The Corporation and the LEDO Council collaborate on business investment initiatives that serve the purpose of advancing economic development and redevelopment within each County of the Northeast Indiana Region.

Section 5.02. Board Representation. The LEDO Council shall maintain and have the right to appoint three (3) of its members to the Board. In addition to the qualification provisions of these By-Laws, an appointment by the LEDO Council shall be restricted solely to an executive director or similar officer of an existing private economic development organization within the LEDO Council as described in Section 5.01 above.

Section 5.03. CEO Participation. The CEO of the Corporation, or an executive-level staff member whom he or she may appoint, shall be the primary liaison between the Corporation and the LEDO Council. So long as the LEDO Council exists in its current organizational structure or similar structure that primarily serves the function described in Section 5.01 above, the Corporation shall undertake all reasonable measures and initiatives that are consistent with its purpose described in Section 2.01 above to support, collaborate and partner with the LEDO Council.

## **ARTICLE 6**

### **The Officers of the Corporation**

Section 6.01. Officers and Agents. The Officers of the Corporation shall consist of a Chair,

a Vice Chair, the Immediate Past Chair, a Chief Executive Officer (“CEO”), a Secretary, a Treasurer, ROC Chair and such other Officers or Assistant Officers as the Board may designate from time to time. Any two or more offices may be held by the same person, except that a person performing the duties of Chair shall not perform the duties of any other office, and the duties of the CEO and the Secretary shall not be performed by the same person. All Officers of the Corporation shall be Directors.

Section 6.02. Election, Term of Office and Qualifications. All Officers shall be chosen by the Board on a calendar year basis or until such officer’s successor is chosen by the Board. Each Officer shall serve for a term of two (2) years or until a successor is chosen and qualified, except for the CEO, who shall serve so long as such individual is employed by the Corporation in the capacity of CEO.

Section 6.03. Vacancies. In the event an office of the Corporation becomes vacant by death, resignation, retirement, disqualification, increase in the number of officers of the Corporation, or any other cause, the Board shall elect a person to fill such vacancy, and the person so elected shall hold office and serve until his or her successor is chosen and qualified.

Section 6.04. Responsibilities of Chair. The Chair of the Board shall be the chief volunteer officer of the Corporation, and in such capacity shall preside at all meetings of the Board and shall have such other powers and duties as the Board, these By-Laws or applicable Indiana statute may prescribe for individuals who are elected as president of an Indiana not-for-profit corporation.

Section 6.05. Responsibilities of Vice Chair. The Vice Chair of the Board shall have all powers of, and perform all duties incumbent upon, the Chair during his or her absence or disability and shall have all such other powers and duties as the Chair, the Board, these By-Laws, or applicable Indiana statute may prescribe individuals who are elected as vice president of an Indiana not-for-profit corporation

Section 6.06. Chief Executive Officer or CEO. The CEO shall be a paid employee of the Corporation, shall have and exercise general charge and supervision of the affairs of the Corporation as prescribed by the Board; and shall do and perform such other duties as these By-Laws, the Chair, or the Board may prescribe in writing or otherwise from time to time.

Section 6.07. Secretary. The Secretary shall keep, or cause to be kept in a book provided for the purpose, a true and complete record of the proceedings of meetings of the Board; shall perform a like duty for all standing committees of the Board when requested by the Chair; and shall perform such other duties as the Chair, the Board, these By-Laws or applicable Indiana statute may prescribe.

Section 6.08. Treasurer. If required by the Board, the Treasurer shall give a bond for the faithful discharge of duties hereunder in such sum and with such surety or sureties as the Board shall determine. The cost of such bond shall be paid for by the Corporation. Unless such authority has been delegated to another officer or committee by the Board or these By-Laws, the Treasurer shall have charge and custody of, and be responsible for, all funds and securities of the Corporation; receive and give receipts for moneys due and payable to the Corporation from any source whatsoever, and be responsible for the deposit of all such moneys in the name of the Corporation in such banks, savings and loan associations, trust companies or other depositories as shall be selected by the Board; and, in general, perform such duties as may be prescribed by the

Chair, the Board, these By-Laws, or applicable Indiana statute including the preparation and delivery of a statement of the financial condition of the Corporation. The Treasurer may delegate his duties and responsibilities to a chief financial officer or other individual employed or contracted for by the Corporation.

Section 6.09. Assistant Officers. Assistant Officers of the Corporation shall consist of any Assistant Officers that the Board may from time to time designate and elect. Assistant Officers shall have such powers and duties as the Officers whom they are elected to assist shall specify and delegate to them, and such other powers and duties as the Board may prescribe. An Assistant Officer shall, in the absence or disability of the Officer whom he or she assists, have the powers and duties of such Officer.

Section 6.10. ROC Chair. The ROC Chair shall represent and report on the initiatives and activities of the ROC Members affecting the Northeast Indiana Region.

Section 6.11. Removal. Any Officer may be removed, with or without cause, from office by the affirmative vote of two-thirds ( $\frac{2}{3}$ ) of all the Directors at a regular or special meeting called for that purpose.

Section 6.12. Resignations. Any Officer may resign at any time. Such resignation shall be made in writing and shall take effect at the time specified therein, and, if no time be specified, at the time of its receipt by the Chair or the Secretary of the Corporation. The acceptance of a resignation shall not be necessary to make it effective.

## **ARTICLE 7**

### **Committees**

Section 7.01. Standing Committees. The Board shall have the following standing committees: Executive Committee, Finance and Audit Committee and Governance Committee. Each standing committee shall have and exercise the authority of the Board in the management of the Corporation unless otherwise restricted by the Board or applicable Indiana statute. Each standing committee shall consist of no less than three (3) Directors, shall be comprised as set forth in Sections 7.02, 7.03 and 7.04, respectively and may be comprised of such additional individuals as the Board or committee chair of each standing committee may deem appropriate for the duties and responsibilities of each committee. Designation of the membership of any such standing committee and the delegation thereto of authority shall not operate to relieve the Board, or any individual Director or any Officer, of any responsibility imposed upon him by these By-Laws, or applicable Indiana law.

Section 7.02. Executive Committee. The Executive Committee of the Corporation shall consist of the Officers of the Corporation as provided in Section 6.01, the Chair of the LEDO Council and a Board member who holds elected office and is appointed to the Executive Committee by the Board of Directors. The Executive Committee, unless otherwise limited or restricted by the Board, shall have and exercise the authority of the Board between meetings and report to the Board at the next meeting on all considerations, decisions and recommendations. The Executive Committee shall also perform an annual review of the CEO and fix the salary and bonus, if applicable, of the CEO on a year-to-year basis as provided by the employment contract between the Corporation and the CEO or as otherwise directed by the Board.

Section 7.03. Finance & Audit Committee. The Finance & Audit Committee of the Corporation shall be chaired by the Treasurer and shall (i) assist with the preparation and oversight of the budget of the Corporation; (ii) be responsible for oversight of financial matters of the Corporation; (iii) review the financial statements, accounting practices and adequacy of auditing and internal controls of the Corporation; and (iv) be responsible for determining the financial and accounting policies and practices of the Corporation. The Committee shall also make recommendations as to such financial, budgeting, auditing, and internal control matters as shall be referred to it by the Board or which may arise at the Committee's own initiative. The Vice Chair shall serve on the Finance & Audit Committee.

Section 7.04. Governance Committee. The Governance Committee of the Corporation shall serve to (i) identify and recommend members to serve as Directors or Non-Voting Directors, Officers or members of any standing or advisory committee as provided by these By-Laws or as directed by the Board; and (ii) advise the Corporation on other governance matters as may be referred to it by the Board or which may arise at the Committee's own initiative. The Governance Committee shall be chaired by the Immediate Past Chair of the Corporation and shall include, the Chair, the Vice-Chair, the ROC Chair, at least two (2) past chairs of the Board and up to three (3) additional Directors. The past chairs and additional Directors shall be appointed by the Board.

Section 7.05. Other Committees. The Board may create, and designate the membership of, one or more committees, each of which shall consist of three (3) or more Directors, which committees, to the extent provided by the Board, shall have and exercise the authority of the Board in the management of the Corporation. Other committees not having and exercising the authority of the Board in the management of the Corporation may be created, and the membership and duties of such committees designated by the Board. The membership of each committee that does not have and exercise the authority of the Board in the management of the Corporation must consist of at least one Director to act as its Chair and may consist of persons who are not Directors of the Corporation. Designation of the membership of any such committee pursuant to this Section 7.05 and the delegation thereto of authority shall not operate to relieve the Board, or any individual Director or any Officer, of any responsibility imposed upon him by these By-Laws, or applicable Indiana law.

Section 7.06. Committee Chair. The chair of all committees under this Article 7 shall be a Director.

Section 7.07. Non-Director Members. So long as the Finance & Audit Committee and each committee pursuant to Section 8.05 have the minimum number of Directors hereunder, the Board may, from time to time, designate one (1) or more individuals who are not Directors or are not employed by the Corporation to said committees. The Chair may appoint employees of the Corporation, including the CEO, to serve as ex-officio, non-voting, members of any committee hereunder.

## **ARTICLE 8**

### **Financial Affairs**

Section 8.01. Contracts. The Board may authorize any Officer or agent to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Corporation, and such authority may be general or confined to a specific instance; and unless so authorized by

the Board, no Officer, agent or employee shall have any power or authority to bind the Corporation by any contract or engagement, or to pledge its credit or render it liable monetarily or contractually for any purpose or to any amount.

Section 8.02. Checks, etc. All checks, drafts, notes, bonds, bills of exchange, and orders for the payment of money shall be authorized and approved in accordance with policies adopted either by the Finance & Audit Committee or by the Board.

Section 8.03. Investments. The Corporation shall have the right to retain all or any part of any securities or property acquired by it in whatever manner, and to invest and reinvest any funds held by it, according to the judgment of the Board; provided, however, that no action shall be taken by or on behalf of the Corporation if such action would result in the denial of Federal tax exemption to the Corporation under § 501(c)(6) of the Internal Revenue Code, as amended, or any successor provision or provisions thereof.

Section 8.04. Annual Audit. The Corporation shall retain a qualified, certified public accounting firm that will conduct an annual audit and report the results thereof to the Finance & Audit Committee, the Executive Committee and the Board.

Section 8.05. Loans to Directors or Officers. No loan(s) of money or property may be made to any Director, Officer or member of any committee organized and existing pursuant to Article 8, directly or indirectly.

Section 8.06. No Corporate Seal. The Corporation shall have no seal.

## **ARTICLE 9**

### **Prohibited Activities**

Notwithstanding any other provision of these By-Laws, no Director, Officer, employee or agent of this Corporation shall take any action or carry on any activity by or on behalf of the Corporation not permitted to be taken or carried on by an organization described in § 501(c)(6) of the Internal Revenue Code, as amended, or any successor provision or provisions thereto.

## **ARTICLE 10**

### **Indemnification of Directors, Officers, Employees and Agents**

Subject to and as permitted by § 501(c)(6) of the Internal Revenue Code, as amended:

Section 10.01. Basis for Indemnification. If an individual is made a party to a proceeding because the individual is or was a Director, Officer, committee member of a committee authorized pursuant to Article 7, employee or agent, the Corporation shall indemnify the individual against liability incurred in the proceeding if: (1) the individual's conduct was in good faith; and (2) the individual reasonably believed (a) in the case of conduct in the individual's official capacity with the Corporation, that the individual's conduct was in the best interests of the Corporation, and (b) in all other cases, that the individual's conduct was at least not opposed to the best interests of the Corporation; and (3) in the case of any criminal proceeding, the individual either (a) had reasonable cause to believe that such conduct was lawful, or (b) had no reasonable cause to believe that such

conduct was unlawful. A Director's, Officer's, committee member's, employee's or agent's conduct with respect to an employee benefit plan for a purpose the Director, Officer, employee or agent reasonably believed to be in the best interests of the participants in and beneficiaries of the plan is conduct that satisfies the requirement of (2)(b) above. The termination of a proceeding by judgment, order, settlement, conviction, or upon a plea of nolo contendere or its equivalent is not, of itself, determinative that the Director, Officer, committee member, employee or agent did not meet the standard of conduct described in this Section 10.01.

Section 10.02. When Indemnification Required. The Corporation shall indemnify a Director, Officer, committee member, employee or agent who was wholly successful, on the merits or otherwise, in the defense of any proceeding to which the Director, Officer, committee member, employee or agent was a party because he or she is or was a Director, Officer, committee member, employee or agent of the Corporation against reasonable expenses incurred by the Director, Officer, committee member, employee or agent in connection with the proceeding.

Section 10.03. Payment in Advance of Final Disposition. The Corporation shall pay for or reimburse the reasonable expenses incurred by a Director, Officer, committee member, employee or agent who was a party to a proceeding in advance of final disposition of the proceeding if: (1) the Director, Officer, committee member, employee or agent furnishes the Corporation a written affirmation of the Director's, Officer's, committee member's, employee's or agent's good faith belief that he or she has met the standard of conduct described in Section 10.01; (2) the Director, Officer, committee member, employee or agent furnishes the Corporation a written undertaking, executed personally or on his or her behalf, to repay the advance if it is ultimately determined that he or she did not meet the standard of conduct described in Section 10.01; and (3) the determination is made that the facts then known to those making the determination would not preclude indemnification under this Section. The undertaking required by (2) above must be an unlimited general obligation of the Director, Officer, committee member, employee or agent but need not be secured and may be accepted without reference to financial ability to make repayment. Determinations and authorizations of payment under this Section shall be made in the manner specified in Section 10.05 below.

Section 10.04. Application for Indemnification. A Director, Officer, committee member, employee or agent of the Corporation who is a party to a proceeding may apply for indemnification to the court conducting the proceeding, or to another court. Upon receipt of an application, the court after giving any notice the court considers necessary, may order indemnification if it determines: (1) that the Director, Officer, committee member, employee or agent is entitled to mandatory indemnification under Section 10.02 above, in which case the court shall also order the Corporation to pay the Director's, Officer's, committee member's, employee's or agent's reasonable expenses incurred to obtain court ordered indemnification; or (2) that the Director, Officer, committee member, employee or agent is fairly and reasonably entitled to indemnification in view of all of the relevant circumstances, whether or not he or she met the standard of conduct set forth in Section 10.01 above.

Section 10.05. Procedure for Determining Amount. The Corporation may not indemnify a Director, Officer, committee member, employee or agent under Section 10.01 above unless authorized in the specific case after a determination has been made that indemnification of the Director, Officer, committee member, employee or agent is permissible in the circumstances because he or she has met the standard of conduct set forth in Section 10.01 above. The determination shall be made by one of the following procedures: (1) a majority vote of a quorum

of the Directors not at the time parties to the proceeding; or (2) by a court of competent jurisdiction; or (3) by outside legal counsel of the Corporation who is selected by a unanimous vote of the Directors.

Section 10.06. Insurance. The Corporation shall purchase and provide directors and officers liability insurance with such terms, amounts and deductibles as determined by the Board from time to time. Further, the Corporation may purchase and maintain insurance on behalf of an individual who is or was a Director, Officer, committee member, employee or agent of the Corporation, or who, while a Director, Officer, committee member, employee or agent of the Corporation is or was serving at the request of the Corporation as a Director, Officer, committee member, employee or agent of another foreign or domestic corporation, partnership, joint venture, trust, employee benefit plan, or other enterprise authorized by the Board, against liability asserted against or incurred by the individual in the capacity or arising from the individual's status as a Director, Officer, committee member, employee, or agent, whether or not the Corporation would have power to indemnify the individual against the same liability under Section 10.01 or Section 10.02 above.

Section 10.07. Remedy Not Exclusive of Other Rights. The indemnification provided by this Article 10 shall not be deemed exclusive of any other rights to which those indemnified may be entitled under any law, contract, agreement, vote of disinterested Directors, or otherwise, both as to action in his official capacity, and as to action in any other capacity while holding such office, and shall continue as to a person who has ceased to be a Director, Officer, committee member, employee or agent and shall inure to the benefit of the heirs, executors and administrators of such person.

Section 10.08. Merger of Other Transaction. In the case of a merger or other transaction, the term "Corporation" shall include, in addition to the surviving corporation, any merging corporation absorbed in a merger or other transaction which, if a separate existence had continued, would have had the power and authority to indemnify its directors, officers, committee members, employees, or agents so that any person who was a director, officer, committee member, employee, or agent of such merging corporation, partnership, joint venture, trust or other enterprise, shall stand in the same position under the provisions of this Article 10 with respect to the surviving corporation as such person would have with respect to such merging corporation if its separate existence had continued.

Section 10.09. Definitions. For purposes of this Article 10, references to "expenses" shall include attorneys' fees; references to "liability" shall mean the obligation to pay a judgment, settlement, penalty, fine (including an excise tax assessed with respect to an employee benefit plan), or reasonable expenses incurred with respect to a proceeding; references to "party" shall include an individual who was, is, or is threatened to be made a named defendant or respondent in a proceeding; references to "proceeding" shall mean any threatened, pending, or completed action, suit, or proceeding, whether civil, criminal, administrative, or investigative and whether formal or informal; references to "official capacity" shall mean, when used with respect to a Director, the office of Director in the Corporation, and when used with respect to an Officer, committee member, employee or agent, the office in the Corporation held by the Officer, committee member or the employment or agency relationship undertaken by the employee or agent on behalf of the Corporation. The use of the term "committee member" shall mean those members of any committee of the Board authorized and appointed pursuant to Article 7.

## ARTICLE 11

### Conflict of Interest and Confidentiality

The purpose of this Article 11 is to protect the Corporation's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of a Director or an Officer or might result in a possible excess benefit transaction. This Article 11 is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

#### Section 11.1. Definitions.

Section 11.1.1 Interested Person. Any Director, Officer, or member of a committee with Board of Director delegated powers, who has, or has had, a direct or indirect Disclosable Interest (as defined below) is an "Interested Person."

Section 11.1.2. Disclosable Interest. A person has a "Disclosable Interest" if the person has, directly or indirectly, through business, investment, or family:

- (a) An ownership or investment interest in any entity with which the Corporation has a transaction or arrangement;
- (b) A compensation arrangement with the Corporation or with any entity or individual with which the Corporation has a transaction or arrangement;
- (c) A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Corporation is negotiating a transaction or arrangement; or
- (d) An interest in any entity or individual with which the Corporation has, or has had, or is negotiating, a transaction or arrangement that materially compromises the person's fiduciary duty to the Corporation as a Director, Officer, or member of a committee with Board delegated powers, as the case may be.

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial. A Disclosable Interest is not necessarily a conflict of interest. A person who has a Disclosable Interest may have a conflict of interest only if a majority of the disinterested members of the Board or appropriate committee thereof decides that a conflict of interest exists.

#### Section 11.2. Procedures.

Section 11.2.1. Duty to Disclose. In connection with any actual or possible conflict of interest, an Interested Person must immediately disclose the existence of the Disclosable Interest and be given the opportunity to disclose all material facts to the Directors and members of committees with Board of Director delegated powers considering the proposed transaction or arrangement.

Section 11.2.2. Determining Whether a Conflict of Interest Exists. After disclosure of the Disclosable Interest and all material facts, and after any discussion with the Interested Person, the Interested Person shall leave the Board or committee meeting while the determination of a conflict of interest is discussed and voted upon. A majority of the disinterested Directors or committee members shall determine if a conflict of interest exists.

Section 11.2.3. Procedures for Addressing the Conflict of Interest. (i) an Interested Person may make a presentation at the Board or committee meeting, but after the presentation, the Interested Person shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest; (ii) the President, if at a meeting of the Board, or chairperson, if at a committee meeting, shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement; (iii) after exercising due diligence, the Board or committee shall determine whether the Corporation can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest; and (iv) if a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the Board or committee shall determine by a majority vote of the disinterested Directors or committee members whether the transaction or arrangement is in the Corporation's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination, it shall make its decision as to whether to enter into the transaction or arrangement.

### Section 11.3. Violations.

Section 11.3.1. Failure to Disclose. If the Board or committee has reasonable cause to believe a person has failed to disclose a Disclosable Interest, it shall inform such person of the basis for such belief and afford him or her an opportunity to explain the alleged failure to disclose.

Section 11.3.2. Corrective Action. If, after hearing the person's response and after making further investigation as warranted by the circumstances, the Board or committee determines the person has failed to disclose a Disclosable Interest, a majority of the disinterested members of the Board or committee shall determine the appropriate disciplinary and corrective action to be taken, including without limitation, the person's removal from the Board, Office or committee, as the case may be.

Section 11.4. Records of Proceedings. The minutes of the Board and all committees with Board of Director delegated powers shall contain (a) the names of the persons who disclosed or otherwise were found to have a Disclosable Interest in connection with an actual or possible conflict of interest, the nature of the Disclosable Interest, any action taken to determine whether a conflict of interest was present, and the Board of Director's or committee's decision as to whether a conflict of interest in fact existed; and (b) the names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of all votes taken in connection with the proceedings.

Section 11.5. Compensation. A Director who receives compensation, directly or indirectly, from the Corporation for services is precluded from voting on matters pertaining to such compensation. A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Corporation for services is precluded from voting on matters pertaining to that committee member's compensation. No Director or member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Corporation, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

Section 11.6. Annual Statements. Each Director, Officer and member of a committee

with Board delegated powers pursuant to Article 7 shall annually sign a statement which affirms such person (a) has received a copy of this Article 11; (b) has read and understands the purpose and intent of this Article 11; (c) has agreed to comply with the terms and conditions of this Article 11; and (d) understands the Corporation is charitable and, in order to maintain its federal tax status, it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

Section 11.7. Periodic Reviews. To ensure the Corporation operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects (a) whether compensation arrangements and benefits are reasonable, based on competent survey information, and the result of arm's length bargaining; and (b) whether partnerships, joint ventures, and arrangements with management organizations conform to the Corporation's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

Section 11.8. Use of Outside Experts. When conducting the periodic reviews as provided for in Section 11.7 above, the Corporation may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the Board of its responsibility for ensuring periodic reviews are conducted.

Section 11.9. Confidentiality. In order for the Corporation to execute its stated purposes Article 2, it will be necessary, from time to time, that the Board, its Officers, committee members and advisors be made aware of information deemed confidential. Any Confidential Information (defined below) that is disclosed during a meeting, in connection with Corporation or Board business, or otherwise becomes known to a Director, Officer or committee member (here, a "Member") shall be kept confidential by such person (except as required by law, and except for disclosure to other Members or advisors with a need to know and subject to a confidentiality relationship) and shall neither be publicly disclosed, nor utilized for that person's direct or indirect personal benefit, nor for any other purpose or reason. For purposes of this Section 11.9, the term "Confidential Information" means and includes any factual, strategic, business or transactional information or matter that is disclosed by a Member and identified as confidential and not publicly known (regardless of whether marked, in the case of a document, or otherwise orally communicated and so identified, including (but not limited to) any proprietary information or any other non-public information that may be of potential interest to the public or useful to any other Member or any party represented by a Member; provided, however, Confidential Information does not include any information that (a) was generally available to the public at the time of disclosure through no default of a person's obligations hereunder; or (b) was in the receiving party's possession in written form prior to disclosure by the Member. Notwithstanding the foregoing, nothing in this Section 11.9 shall prohibit a person from reporting to the appropriate authority any wrongdoing, fraud, corruption or waste. The Board may adopt and implement any policy, not inconsistent herewith, of assuring oversight and affirmation of the provisions of this Section 11.9 by each Member.

## **ARTICLE 12**

### **Non-Discrimination**

The services and activities of this Corporation shall at all times be conducted on a non-

discriminatory basis without regard to color, national origin, sex, religious preference or creed, age or physical impairment or handicap.

### **ARTICLE 13**

#### **Amendment**

The By-Laws or any provision thereof may be altered, amended or repealed only by two-thirds (2/3) of the Directors at any meeting of the Board in which a quorum is present; provided, however, that any provision herein requiring 100% assent or vote of the Directors on any matter may only be altered, amended or repealed by 100% of all Directors.



PIONEER STARTS *HERE*

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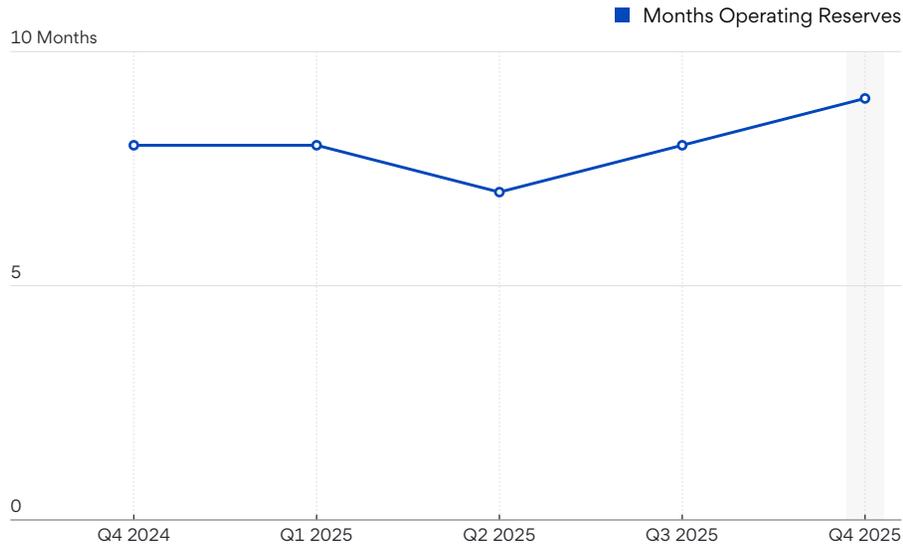
## PRELIMINARY Board of Directors Monthly Financials

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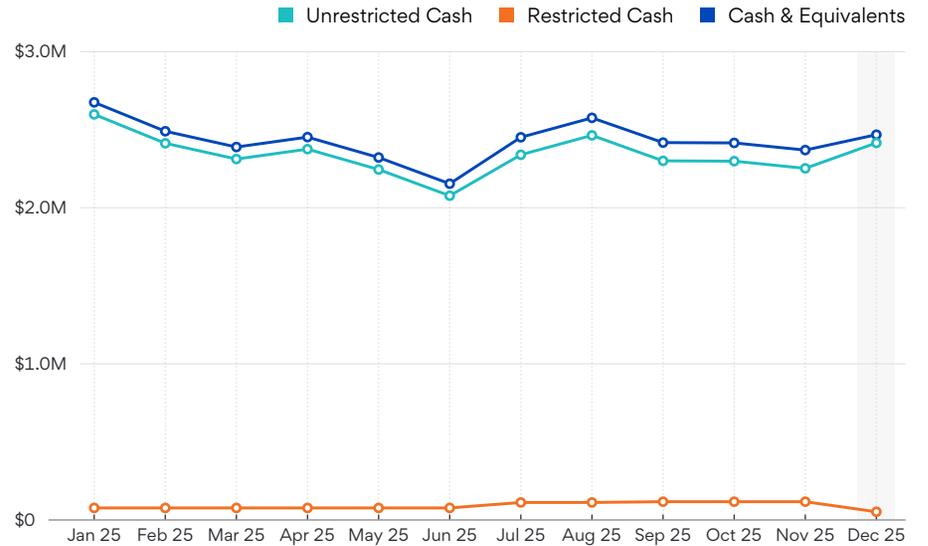
RP/NIF Consolidated  
December 2025

# Dashboard

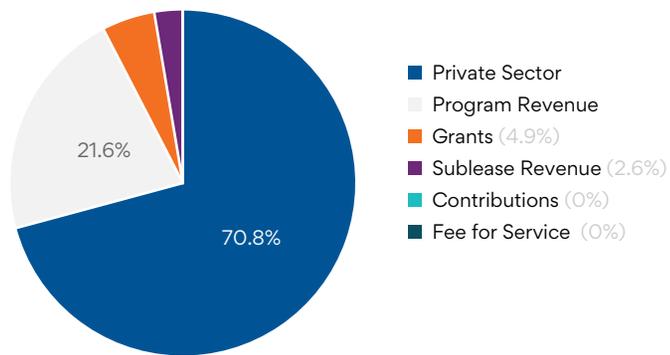
Months Operating Reserves (6 - 9 months target)



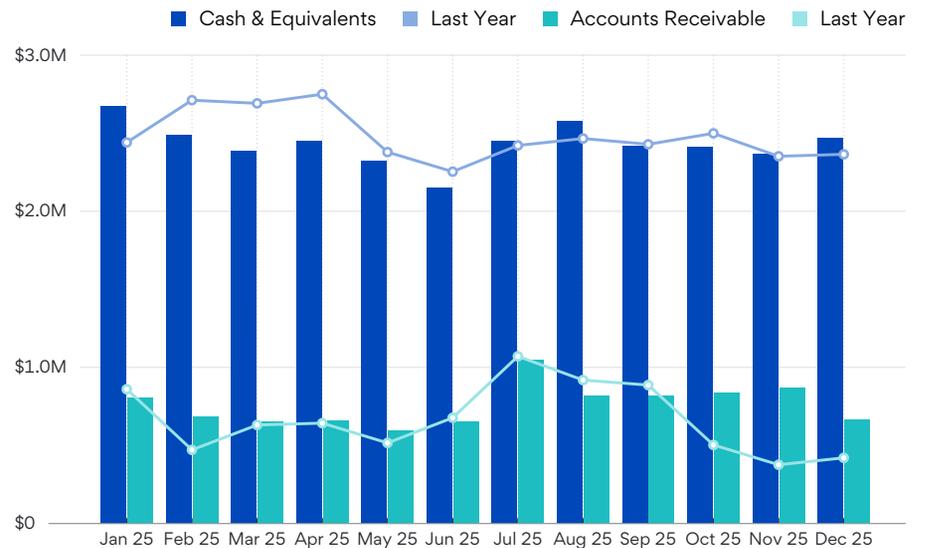
Restricted vs Unrestricted Cash



Revenue Mix YTD (2025)



Cash & Receivables



# Consolidated Financials

BALANCE SHEET	2025	2024	This year vs last year (% YTD)
<b>ASSETS</b>			
<b>Cash &amp; Equivalents</b>			
Checking and Savings	\$1,391,346	\$1,328,115	4.76%
Certificates of Deposit	\$1,076,375	\$1,036,750	3.82%
<b>Total Cash &amp; Equivalents</b>	<b>\$2,467,720</b>	<b>\$2,364,865</b>	<b>4.35%</b>
<b>Accounts Receivable</b>			
Accounts and Grants Receivable	\$664,960	\$420,678	58.07%
<b>Other Current Assets</b>			
Prepays	\$51,447	\$69,426	-25.90%
<b>Total Current Assets</b>	<b>\$3,184,128</b>	<b>\$2,854,968</b>	<b>11.53%</b>
<b>Fixed Assets</b>			
Furniture, Fixtures and Equipment	\$252,440	\$267,589	-5.66%
Leasehold Improvements	\$694,367	\$694,367	0.00%
Website	\$64,681	\$64,681	0.00%
Accumulated Depreciation	(\$711,770)	(\$639,374)	-11.32%
<b>Total Fixed Assets</b>	<b>\$299,719</b>	<b>\$387,264</b>	<b>-22.61%</b>
<b>Investments or Other NCAs</b>			
Deposits	\$13,206	\$13,206	0.00%
Right of Use Asset - Operating	\$88,007	\$251,399	-64.99%
<b>Total Investments or Other NCAs</b>	<b>\$101,213</b>	<b>\$264,605</b>	<b>-61.75%</b>
<b>Total Non-Current Assets</b>	<b>\$400,931</b>	<b>\$651,869</b>	<b>-38.50%</b>
<b>Total Assets</b>	<b>\$3,585,059</b>	<b>\$3,506,837</b>	<b>2.23%</b>
<b>LIABILITIES</b>			
<b>Accounts Payable</b>			
Accounts Payable	\$19,282	\$58,772	-67.19%
Credit Cards Payable	\$447	\$952	-53.07%
<b>Total Accounts Payable</b>	<b>\$19,729</b>	<b>\$59,724</b>	<b>-66.97%</b>
<b>Other Current Liabilities</b>			
Deferred Revenue	\$142,876	\$64,020	123.18%
Payroll Liabilities	\$193,975	\$171,669	12.99%
Accrued Expenses	\$14,756	\$0	-
Right of Use Liability, Current	\$76,071	\$178,450	-57.37%
<b>Total Other Current Liabilities</b>	<b>\$427,677</b>	<b>\$414,139</b>	<b>3.27%</b>
<b>Total Current Liabilities</b>	<b>\$447,406</b>	<b>\$473,863</b>	<b>-5.58%</b>
<b>Other Non-Current Liabilities</b>			
Right of Use Liability, LT	\$11,936	\$72,949	-83.64%
<b>Total Non-Current Liabilities</b>	<b>\$11,936</b>	<b>\$72,949</b>	<b>-83.64%</b>
<b>Total Liabilities</b>	<b>\$459,342</b>	<b>\$546,812</b>	<b>-16.00%</b>
<b>EQUITY</b>			
<b>Retained Earnings</b>			
Unrestricted Net Assets	\$3,073,217	\$2,853,026	7.72%
Restricted Net Assets	\$52,500	\$107,000	-50.93%
<b>Total Retained Earnings</b>	<b>\$3,125,717</b>	<b>\$2,960,026</b>	<b>5.60%</b>
<b>Total Equity</b>	<b>\$3,125,717</b>	<b>\$2,960,026</b>	<b>5.60%</b>
<b>Total Liabilities &amp; Equity</b>	<b>\$3,585,059</b>	<b>\$3,506,837</b>	<b>2.23%</b>

<b>PROFIT &amp; LOSS</b>	<b>2025</b>	<b>Budget</b>	<b>Budget Variance (\$)</b>	<b>Budget Variance (%)</b>	<b>Budget (full FY)</b>	<b>2024</b>
<b>Revenue</b>						
Investor Revenue	\$2,327,275	\$2,367,024	(\$39,749)	-1.68%	\$2,367,024	\$2,117,396
Fee for Service Revenue	\$0	\$0	\$0	-	\$0	\$144,228
Program Revenue	\$712,256	\$696,692	\$15,564	2.23%	\$696,692	\$500,588
Grants	\$162,500	\$172,000	(\$9,500)	-5.52%	\$172,000	\$293,849
Sponsorships	\$27,000	\$118,000	(\$91,000)	-77.12%	\$118,000	\$30,000
Sublease Revenue	\$86,456	\$103,823	(\$17,367)	-16.73%	\$103,823	\$92,803
<b>Total Revenue</b>	<b>\$3,315,487</b>	<b>\$3,457,539</b>	<b>(\$142,052)</b>	<b>-4.11%</b>	<b>\$3,457,539</b>	<b>\$3,178,865</b>
<b>Expenses</b>						
Employee Compensation	\$1,933,974	\$2,104,429	(\$170,455)	-8.10%	\$2,104,429	\$1,719,636
Operating Costs	\$375,010	\$384,286	(\$9,276)	-2.41%	\$384,286	\$401,371
Legal and Professional Fees	\$184,506	\$194,937	(\$10,431)	-5.35%	\$194,937	\$209,529
Marketing Expense	\$154,192	\$202,278	(\$48,086)	-23.77%	\$202,278	\$177,412
Program Expenses	\$375,022	\$463,850	(\$88,828)	-19.15%	\$463,850	\$330,059
Travel Expense	\$94,926	\$82,298	\$12,628	15.34%	\$82,298	\$73,882
Apparel (deleted)	\$7,085	\$15,000	(\$7,915)	-52.76%	\$15,000	\$1,535
<b>Total Expenses</b>	<b>\$3,124,715</b>	<b>\$3,447,078</b>	<b>(\$322,363)</b>	<b>-9.35%</b>	<b>\$3,447,078</b>	<b>\$2,913,425</b>
<b>Operating Profit</b>	<b>\$190,772</b>	<b>\$10,461</b>	<b>\$180,311</b>	<b>1,723.65%</b>	<b>\$10,461</b>	<b>\$265,441</b>
<b>Other Income</b>						
Interest Income	\$64,897	\$48,000	\$16,897	35.20%	\$48,000	\$79,078
In-Kind Revenue (Expense)	\$0	(\$22,400)	\$22,400	100.00%	(\$22,400)	\$0
<b>Other Expenses</b>						
Depreciation	\$89,978	\$99,000	(\$9,022)	-9.11%	\$99,000	\$113,529
<b>Earnings Before Interest &amp; Tax</b>	<b>\$165,692</b>	<b>(\$62,939)</b>	<b>\$228,631</b>	<b>363.26%</b>	<b>(\$62,939)</b>	<b>\$230,990</b>
<b>Net Income</b>	<b>\$165,692</b>	<b>(\$62,939)</b>	<b>\$228,631</b>	<b>363.26%</b>	<b>(\$62,939)</b>	<b>\$230,990</b>

# Financials by Organization

BALANCE SHEET	Northeast Indiana Regional Partnership, Inc.	Northeast Indiana Fund	Total
<b>ASSETS</b>			
<b>Cash &amp; Equivalents</b>			
Checking and Savings	\$1,116,101	\$275,245	\$1,391,346
Certificates of Deposit	\$794,675	\$281,700	\$1,076,375
<b>Total Cash &amp; Equivalents</b>	<b>\$1,910,776</b>	<b>\$556,945</b>	<b>\$2,467,720</b>
<b>Accounts Receivable</b>			
Accounts and Grants Receivable	\$557,460	\$107,500	\$664,960
<b>Other Current Assets</b>			
Prepays	\$51,447	\$0	\$51,447
<b>Total Current Assets</b>	<b>\$2,519,683</b>	<b>\$664,445</b>	<b>\$3,184,128</b>
<b>Fixed Assets</b>			
Furniture, Fixtures and Equipment	\$252,440	\$0	\$252,440
Leasehold Improvements	\$694,367	\$0	\$694,367
Website	\$64,681	\$0	\$64,681
Accumulated Depreciation	(\$711,770)	\$0	(\$711,770)
<b>Total Fixed Assets</b>	<b>\$299,719</b>	<b>\$0</b>	<b>\$299,719</b>
<b>Investments or Other Non-Current Assets</b>			
Deposits	\$13,206	\$0	\$13,206
Right of Use Asset - Operating	\$88,007	\$0	\$88,007
<b>Total Investments or Other Non-Current Assets</b>	<b>\$101,213</b>	<b>\$0</b>	<b>\$101,213</b>
<b>Total Non-Current Assets</b>	<b>\$400,931</b>	<b>\$0</b>	<b>\$400,931</b>
<b>Total Assets</b>	<b>\$2,920,614</b>	<b>\$664,445</b>	<b>\$3,585,059</b>
<b>LIABILITIES</b>			
<b>Accounts Payable</b>			
Accounts Payable	\$17,265	\$2,017	\$19,282
Credit Cards Payable	\$447	\$0	\$447
<b>Total Accounts Payable</b>	<b>\$17,712</b>	<b>\$2,017</b>	<b>\$19,729</b>
<b>Other Current Liabilities</b>			
Deferred Revenue	\$142,876	\$0	\$142,876
Payroll Liabilities	\$0	\$193,975	\$193,975
Accrued Expenses	\$14,756	\$0	\$14,756
Right of Use Liability, Current	\$76,071	\$0	\$76,071
<b>Total Other Current Liabilities</b>	<b>\$233,702</b>	<b>\$193,975</b>	<b>\$427,677</b>
<b>Total Current Liabilities</b>	<b>\$251,414</b>	<b>\$195,992</b>	<b>\$447,406</b>
<b>Other Non-Current Liabilities</b>			
Right of Use Liability, LT	\$11,936	\$0	\$11,936
<b>Total Non-Current Liabilities</b>	<b>\$11,936</b>	<b>\$0</b>	<b>\$11,936</b>
<b>Total Liabilities</b>	<b>\$263,350</b>	<b>\$195,992</b>	<b>\$459,342</b>
<b>EQUITY</b>			
<b>Retained Earnings</b>			
Unrestricted Net Assets	\$2,504,735	\$568,482	\$3,073,217
Restricted Net Assets	\$0	\$52,500	\$52,500
<b>Total Retained Earnings</b>	<b>\$2,504,735</b>	<b>\$620,982</b>	<b>\$3,125,717</b>
<b>Total Equity</b>	<b>\$2,504,735</b>	<b>\$620,982</b>	<b>\$3,125,717</b>
<b>Total Liabilities &amp; Equity</b>	<b>\$2,768,084</b>	<b>\$816,975</b>	<b>\$3,585,059</b>

<b>PROFIT &amp; LOSS</b>	<b>Northeast Indiana Regional Partnership, Inc.</b>	<b>Northeast Indiana Fund</b>	<b>Total Before Eliminations</b>	<b>Consolidated Total</b>
<b>Revenue</b>				
Investor Revenue	\$2,173,980	\$153,295	\$2,327,275	\$2,327,275
Program Revenue	\$712,256	\$0	\$712,256	\$712,256
Grants	\$2,500	\$160,000	\$162,500	\$162,500
Sponsorships	\$27,000	\$0	\$27,000	\$27,000
Sublease Revenue	\$86,456	\$0	\$86,456	\$86,456
Other Revenue	\$0	\$1,787,194	\$1,787,194	\$0
<b>Total Revenue</b>	<b>\$3,002,192</b>	<b>\$2,100,489</b>	<b>\$5,102,681</b>	<b>\$3,315,487</b>
<b>Expenses</b>				
Employee Compensation	\$1,787,588	\$1,933,580	\$3,721,168	\$1,933,974
Operating Costs	\$374,990	\$20	\$375,010	\$375,010
Legal and Professional Fees	\$184,506	\$0	\$184,506	\$184,506
Marketing Expense	\$154,192	\$0	\$154,192	\$154,192
Program Expenses	\$355,022	\$20,000	\$375,022	\$375,022
Travel Expense	\$94,926	\$0	\$94,926	\$94,926
Apparel (deleted)	\$7,085	\$0	\$7,085	\$7,085
<b>Total Expenses</b>	<b>\$2,958,309</b>	<b>\$1,953,600</b>	<b>\$4,911,909</b>	<b>\$3,124,715</b>
<b>Operating Profit</b>	<b>\$43,883</b>	<b>\$146,889</b>	<b>\$190,772</b>	<b>\$190,772</b>
<b>Other Income</b>				
Grants to (from) NIF/RP	\$308,385	\$0	\$308,385	\$0
Interest Income	\$48,416	\$16,482	\$64,897	\$64,897
<b>Other Expenses</b>				
Depreciation	\$89,978	\$0	\$89,978	\$89,978
Grants to Regional Partnership	\$0	\$308,385	\$308,385	\$0
<b>Earnings Before Interest &amp; Tax</b>	<b>\$310,706</b>	<b>(\$145,015)</b>	<b>\$165,692</b>	<b>\$165,692</b>
<b>Net Income</b>	<b>\$310,706</b>	<b>(\$145,015)</b>	<b>\$165,692</b>	<b>\$165,692</b>



PIONEER STARTS *HERE*

DESCRIPTION	2025 Forecast		2026 Budget		2026 BUDGET VS 2025 FORECAST		2025 Budget		2026 Budget		2026 BUDGET VS 2025 BUDGET	
					\$ VARIANCE	% VARIANCE					\$ VARIANCE	% VARIANCE
<b>INCOME</b>												
Investor Revenue	\$2,309,000	\$2,199,000			(\$110,000)	-5%	\$2,367,000	\$2,199,000			(\$168,000)	-7%
Retained Investors	2,236,000	2,206,000			(30,000)	-1%	2,263,000	2,206,000			(57,000)	-3%
New Investment from Retained and New Investors	173,000	125,000			(48,000)	-28%	240,000	125,000			(115,000)	-48%
Loss Reserve (6% in 2026, 4% forecasted in 2025)	(100,000)	(132,000)			(32,000)	32%	(136,000)	(132,000)			4,000	-3%
Program Revenue	744,000	885,000			141,000	19%	697,000	885,000			188,000	27%
Grant Revenue	152,500	303,000			150,500	99%	172,000	303,000			131,000	76%
Sponsorship Revenue	27,000	75,000			48,000	178%	118,000	75,000			(43,000)	-36%
Sublease Revenue	86,000	93,000			7,000	8%	104,000	93,000			(11,000)	-11%
<b>TOTAL INCOME</b>	<b>3,318,500</b>	<b>3,555,000</b>			<b>236,500</b>	<b>7%</b>	<b>3,458,000</b>	<b>3,555,000</b>			<b>97,000</b>	<b>3%</b>
<b>EXPENSES</b>												
<b>Employee Compensation</b>	<b>1,969,500</b>	<b>2,161,000</b>			<b>191,500</b>	<b>10%</b>	<b>2,105,000</b>	<b>2,161,000</b>			<b>56,000</b>	<b>3%</b>
Salaries & Wages	1,655,000	1,823,000			168,000	10%	1,797,000	1,823,000			26,000	1%
Payroll Taxes	145,500	154,000			8,500	6%	140,000	154,000			14,000	10%
Benefits	169,000	184,000			15,000	9%	168,000	184,000			16,000	10%
<b>Operating Costs</b>	<b>400,100</b>	<b>445,000</b>			<b>44,900</b>	<b>11%</b>	<b>384,000</b>	<b>445,000</b>			<b>61,000</b>	<b>16%</b>
Dues & Subscriptions	41,000	68,000			27,000	66%	41,000	68,000			27,000	66%
Insurance	9,100	10,000			900	10%	9,000	10,000			1,000	11%
IT Support & Maintenance	72,000	72,000			0	0%	60,000	72,000			12,000	20%
Leased Equipment	5,000	5,000			0	0%	5,000	5,000			0	0%
Miscellaneous Admin.	9,000	12,000			3,000	33%	9,000	12,000			3,000	33%
Office Supplies	11,000	11,000			0	0%	8,000	11,000			3,000	38%
Organizational Development	12,000	2,000			(10,000)	-83%	8,000	2,000			(6,000)	-75%
Parking	3,000	3,000			0	0%	3,000	3,000			0	0%
Postage & Shipping	1,000	1,000			0	0%	1,000	1,000			0	0%
Professional Development	20,000	24,000			4,000	20%	24,000	24,000			0	0%
Rent	197,000	213,000			16,000	8%	196,000	213,000			17,000	9%
Utilities	20,000	24,000			4,000	20%	20,000	24,000			4,000	20%
<b>Legal &amp; Professional Fees</b>	<b>196,800</b>	<b>189,000</b>			<b>(7,800)</b>	<b>-4%</b>	<b>195,000</b>	<b>189,000</b>			<b>(6,000)</b>	<b>-3%</b>
Accounting	167,000	169,000			2,000	1%	168,000	169,000			1,000	1%
Consulting Services	2,000	3,000			1,000	50%	3,000	3,000			0	0%
Hiring & Recruitment	1,500	1,000			(500)	-33%	1,000	1,000			0	0%
Legal Fees	13,000	4,000			(9,000)	-69%	4,000	4,000			0	0%
Payroll Processing Fees	13,300	12,000			(1,300)	-10%	19,000	12,000			(7,000)	-37%
<b>Marketing</b>	<b>147,000</b>	<b>168,000</b>			<b>21,000</b>	<b>14%</b>	<b>218,000</b>	<b>168,000</b>			<b>(50,000)</b>	<b>-23%</b>
Apparel	4,000	0			(4,000)	-100%	15,000	0			(15,000)	-100%
General Marketing	8,000	39,000			31,000	388%	8,000	39,000			31,000	388%
Marketing Software	17,000	15,000			(2,000)	-12%	14,000	15,000			1,000	7%
Media/Advertising	5,000	12,000			7,000	140%	12,000	12,000			0	0%
Press Relations	60,000	74,000			14,000	23%	120,000	74,000			(46,000)	-38%
Printed Materials	11,000	5,000			(6,000)	-55%	5,000	5,000			0	0%
Social	34,000	3,000			(31,000)	-91%	34,000	3,000			(31,000)	-91%
Tchotchkes	3,000	15,000			12,000	400%	5,000	15,000			10,000	200%
Website Maintenance	5,000	5,000			0	0%	5,000	5,000			0	0%
<b>Program Expenses</b>	<b>402,100</b>	<b>467,000</b>			<b>64,900</b>	<b>16%</b>	<b>465,000</b>	<b>467,000</b>			<b>2,000</b>	<b>0%</b>
Conferences & Events	38,000	41,000			3,000	8%	38,000	41,000			3,000	8%
Consultants/Facilitators	120,000	114,000			(6,000)	-5%	142,000	114,000			(28,000)	-20%
Hosted Meetings & Events	78,100	106,000			27,900	36%	101,000	106,000			5,000	5%
LEDO Support & Grants	15,000	0			(15,000)	-100%	11,000	0			(11,000)	-100%
Meals & Entertainment	37,000	41,000			4,000	11%	37,000	41,000			4,000	11%
Other Program expenses	15,000	61,000			46,000	307%	40,000	61,000			21,000	53%
Research & Data	91,000	85,000			(6,000)	-7%	91,000	85,000			(6,000)	-7%
Sponsorship Expense	8,000	19,000			11,000	138%	5,000	19,000			14,000	280%
<b>Travel Expense</b>	<b>99,000</b>	<b>102,000</b>			<b>3,000</b>	<b>3%</b>	<b>82,000</b>	<b>102,000</b>			<b>20,000</b>	<b>24%</b>
Auto Mileage & Fuel Costs	13,000	14,000			1,000	8%	13,000	14,000			1,000	8%
Travel (Domestic)	67,000	67,000			0	0%	50,000	67,000			17,000	34%
Travel (International)	19,000	21,000			2,000	11%	19,000	21,000			2,000	11%



PIONEER STARTS *HERE*

DESCRIPTION	2025 Forecast	2026 Budget	2026 BUDGET VS 2025 FORECAST		2025 Budget	2026 Budget	2026 BUDGET VS 2025 BUDGET	
			\$ VARIANCE	% VARIANCE			\$ VARIANCE	% VARIANCE
<b>TOTAL EXPENSE</b>	<b>3,214,500</b>	<b>3,532,000</b>	<b>317,500</b>	<b>10%</b>	<b>3,449,000</b>	<b>3,532,000</b>	<b>83,000</b>	<b>2%</b>
<b>NET OPERATING INCOME (LOSS)</b>	<b>104,000</b>	<b>23,000</b>	<b>(81,000)</b>	<b>-78%</b>	<b>9,000</b>	<b>23,000</b>	<b>14,000</b>	<b>156%</b>
<b>OTHER INCOME (EXPENSE)</b>								
Depreciation Expense	(92,000)	(83,000)	9,000	-10%	(99,000)	(83,000)	16,000	-16%
Interest Income	45,000	60,000	15,000	33%	48,000	60,000	12,000	0%
In-Kind Revenue (Expense)	0	0	0	#DIV/0!	(22,000)	0	22,000	-100%
Grants (from NIF) to RP	0	0	0	0%	0	0	0	0%
Leased Employee Income (Expense)	0	0	0	0%	0	0	0	0%
<b>TOTAL OTHER INCOME (EXPENSE)</b>	<b>(47,000)</b>	<b>(23,000)</b>	<b>24,000</b>	<b>-51%</b>	<b>(73,000)</b>	<b>(23,000)</b>	<b>50,000</b>	<b>-68%</b>
<b>NET INCOME (LOSS)</b>	<b>\$57,000</b>	<b>\$0</b>	<b>(\$57,000)</b>	<b>-100%</b>	<b>(\$64,000)</b>	<b>\$0</b>	<b>\$64,000</b>	<b>-100%</b>



# STRATEGIC PLAN

2025-2027

## A LETTER FROM STÉPHANE FRIJIA, PRESIDENT & CEO

Economic development is more than an outcome, it's a process that demands that we constantly re-evaluate every aspect of our work and approach. This is why in 2022 we opted to operate within a three-year rolling strategic plan framework. As we embrace the journey ahead, this plan is a commitment to contribute to creating a community where every business, individual, family and dream can find the opportunity to grow and prosper.

This first update of our strategic plan builds on our very real reputation as the most collaborative region in the state while leveraging historical successes in attracting innovative investments through efforts like the State's READI program and the successful recruitment of global innovation leaders Plug and Play. This updated vision outlines a path that continues to focus on energizing our region through fresh ventures and capital and enriches our region's qualities to ensure that both businesses and individuals find a thriving environment here. We're dedicated to enhancing the vibrancy of our community through economic, cultural and social prosperity, building strong partnerships to make Northeast Indiana a hub of potential and opportunity.

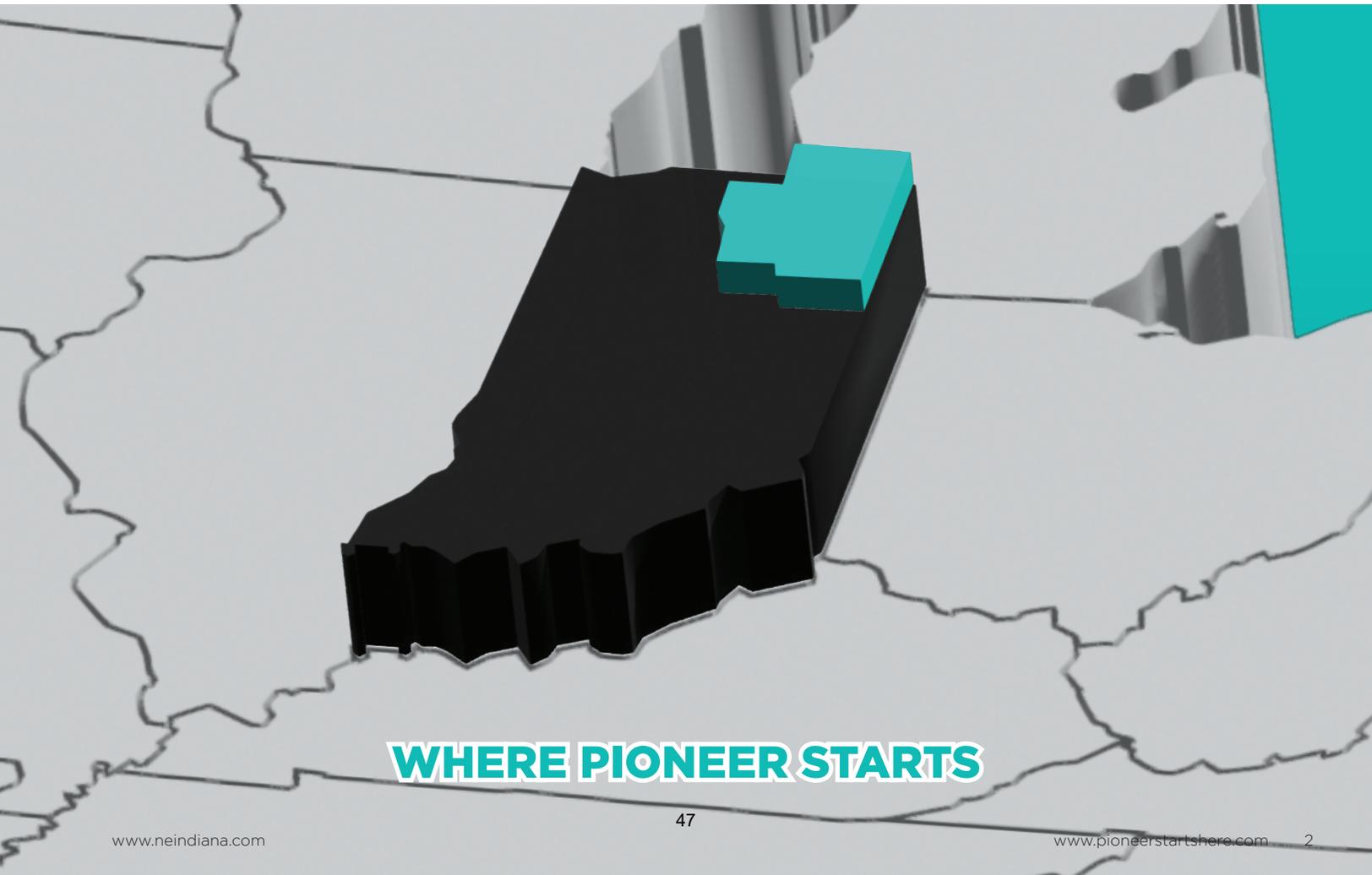
We're determined to position our region as the forefront of innovation and technology in the Midwest; a place that draws the brightest minds and most innovative ideas, where our economic fabric is interwoven with ingenuity and forward-thinking. By creating a compelling and distinct regional identity, we aim to attract those looking to make a significant impact in an innovation-driven economy. This goal is about laying down a platform for progress and creativity for future generations to build upon.

At the heart of our strategy lies the principle of equitable and inclusive job creation. We envision a future where every resident of Northeast Indiana has access to opportunities that lead to success, embracing the rich diversity of our community as a fundamental strength. In a rapidly changing world, fostering a bias-free culture that celebrates and utilizes our collective talents is essential for creating a resilient and competitive economy. This approach ensures that our region is a place of economic excellence and opportunity for all.

As we move forward with these strategic aims, we thank you and continue to invite you to join us in transforming these visions into reality. Your support, insights and enthusiasm are crucial to our collective success. Together, let's create a Northeast Indiana that stands as a testament to what can be achieved when a community unites behind shared goals of growth, innovation and inclusivity.



**STÉPHANE FRIJIA**  
*PRESIDENT & CEO, NEI*



## WHERE PIONEER STARTS

## **INTRODUCTION FROM DAVID FINDLAY**

**NEI BOARD OF DIRECTORS CHAIRMAN & CEO OF LAKE CITY BANK**

Reflecting on the past three years, I am immensely proud of our collective achievements and the strategic foresight that has significantly enhanced our potential within Northeast Indiana. Together, we have pioneered new approaches to business attraction, regional branding and launched transformative regional initiatives.

Our community's civic and business leaders have demonstrated unparalleled commitment, driving us toward greater global competitiveness and economic resiliency. I am deeply grateful for the dedication of our Board of Directors, our investors, and our broad network of stakeholders whose efforts have been crucial in advancing our key strategies.

Our gratitude extends to the Regional Opportunities Council, whose members have collaborated with us to spearhead pivotal initiatives and regional projects. Their leadership in developing go-to-market strategies and business models is setting the stage for Northeast Indiana to evolve into a hub of excellence.

We have made significant progress in fostering an inclusive, sustainable and balanced economic growth across our diverse rural and urban landscapes. Establishing trust between the private and public sectors, we continue to build upon our shared vision for the collective growth of our communities, serving as potential blueprints for statewide initiatives.

Thank you all for your relentless support, insightful contributions and enduring commitment. Our achievements reflect not just numbers, but a deeper commitment to our shared mission.

And special thanks to Don Cates, CEO of 3 Rivers Credit Union, whom will succeed me as Chairman of the NEI Board of Directors. Don is exceptionally well-prepared to lead the NEI Board and guide the execution of our strategic vision.

**"I am honored to step into the role of Chairman for the NEI Board of Directors. As we continue to enhance our strategic initiatives, my commitment is to uphold our focus on driving positive economic development outcomes and our legacy of innovation and collaboration. Together, we will keep driving forward to create a thriving, competitive and resilient Northeast Indiana." - Don Cates, Vice-Chairman, NEI Board of Directors**

## OUR MISSION

Drive business investment and strengthen the region's global competitiveness and economic resiliency.

## OUR VISION

Be the location of choice for all businesses and people committed to being tomorrow's market leaders

## OUR VALUES

Integrity, Respect, Accountability, Excellence.

## OUR COMMUNITIES

Adams County

Allen County

DeKalb County

Huntington County

Kosciusko County

LaGrange County

Noble County

Steuben County

Wabash County

Wells County

Whitley County

## **GOAL 1: GROWTH** *SUPPORT AND AMPLIFY NORTHEAST INDIANA'S THRIVING MOMENTUM.*

**NEI will seek new business investments and to enhance regional attributes to drive growth, innovation and stability.**

We will focus on pursuing 60 diverse (70 % industrial and 30% office) new business investment opportunities (both domestic and international) to the region, while simultaneously working with the Regional Opportunities Council (ROC) members, and local and regional partners to improve the attributes that make our region attractive for all businesses and people.

Success in attracting new business investment relies on our collective ability to communicate effectively with potential investors, using messaging that highlights the value Northeast Indiana offers. Equally important is the region's readiness to meet the needs of these businesses, including the ability to quickly start operations in prepared locations and the provision of robust support for their risk management efforts through expert advice and programs. To achieve this objective, NEI will continue to partner with regional stakeholders and NEI investors to foster strong synergy between the business community and governmental bodies at both local and regional levels, in addition to executing a robust sales mission and marketing campaigns calendar.

### **STRATEGIES**

- i. Attraction.** Deploy clear value-propositions and a marketing approach that attracts global and domestic interest from businesses in high-wage advanced and critical industries.
- ii. Partnership.** Launch a Community Partnership Program (CPP) that deepens collaborations with existing industrial clusters, Northeast Indiana educational institutions, local economic development organizations and governmental agencies at all levels to boost infrastructure, readiness and overall competitiveness, laying the groundwork for new investments.
- iii. Consulting.** Improve NEI advisory and support services by broadening expertise and consulting resources, making it easier for potential investors to receive personalized guidance.
- iv. Support.** Support Mayors and Commissioners Caucus, Regional Development Authority (RDA) and Strategic Development Commission (SDC) to implement specific programs and align regional development objectives.

## **GOAL 2: INNOVATION** *MAKE NORTHEAST INDIANA A BEACON FOR INNOVATION AND TALENT.*

**Position Northeast Indiana to be recognized as a top destination for innovation and technology in the Midwest.**

NEI will work with regional stakeholders and Regional Opportunities Council (ROC) members to emphasize the region's commitment to innovation and technology developments and manufacturing, a key strength of our region.

Success in enhancing the region's reputation and identity hinges on how well it will appeal to investors and founders looking for growth opportunities in knowledge-intensive and high-value areas. NEI will focus on crafting a distinct and compelling regional image that resonates with the innovation economy's trends, aiming to capture the interest of key investors, founders and business leaders.

### **STRATEGIES**

- i. Storytelling.** Utilize success stories and case studies to highlight the region's innovation, technological strengths and shared values, highlighting Northeast Indiana's unique identity in both domestic and international business sectors, making it stand out as an attractive location of choice.
- ii. Digital.** Enhance the digital ecosystem and marketing materials of economic development partners across Northeast Indiana to present a unified, compelling and impactful message.
- iii. Partnerships.** Build and promote partnerships among regional stakeholders and ROC members that bolster innovation assets and entrepreneurial initiatives, aiming to attract investment and support new ventures in the region.
- iv. Attraction.** Directly market to well-funded startups and growing businesses in sectors that demand deep knowledge and generate high value, including outreach to venture capital and private equity firms.

## GOAL 3: INCLUSIVITY *ENSURE ACCESS TO SUCCESS FOR ALL IN NORTHEAST INDIANA.*

**Foster inclusive, sustainable and balanced economic growth across Northeast Indiana's diverse rural and urban landscapes.**

Demographic, social and technological changes are impacting current and future workforce. To compete for good investment and good jobs, the region will need to explore and develop stronger partnerships and new business models tapping more deeply into Northeast Indiana's ingenuity, with a focus on economic resiliency.

NEI will continue to lead and support regional stakeholders to develop, execute and promote community-minded growth strategies and investments in both rural and urban settings.

More coordinated and diverse initiatives and policy work will be needed to strengthen our clusters and increase their overall competitiveness and productivity in knowledge-intensive and high value-added economic activities.

### STRATEGIES

- i. Communities.** Engage with both urban and rural communities, in support of the RDA, to understand their economic goals and challenges, and shape community-driven policies and programs, in conjunction with the Regional Chamber of Indiana Northeast (RC), that bolster local industry and employment.
- ii. Infrastructure.** Enhance Northeast Indiana's ability to advocate, promote collaboration, convene and marshal resources to advance equitable infrastructure investment in all areas of the region to enable and accelerate job creation and business growth. Including: energy, water and wastewater, transportation (air, road and rail), and highspeed broadband.
- iii. Partnerships.** Support, advocate and promote inclusive talent attraction, education and skills training programs in partnership with educational institutions, local economic development organizations and governmental agencies at all levels, catering to both rural and urban residents to meet current and future job market demands.
- iv. Advocacy.** Work with federal policymakers, industry leaders and community organizations to define and advance Northeast Indiana's federal policy priorities, including securing funding for infrastructure, technology, industry clusters and supply chains and innovation ecosystems.

# Common Abbreviations and Acronyms of NEI

- 3PL - Third-Party Logistics
- AIC - Automation Integration Center
- AOP - Annual Operating Plan
- BA - Business Attraction
- BCA - Building Contractors Association
- BD - Business Development
- BEA - Bureau of Economic Analysis
- BLS - Bureau of Labor Statistics
- BRE - Business Retention & Expansion
- BTS - Build-to-Suit
- BZA - Board of Zoning Appeals
- CAGR - Compound Annual Growth Rate
- CAPEX - Capital Expenditure
- CDBG - Community Development Block Grant
- CEDS - Comprehensive Economic Development Strategy
- CEED - Community Enhancement and Economic Development Loan Program
- CIB - Capital Improvements Board
- CICP - Central Indiana Corporate Partnership
- CIP - Capital Improvement Plan (sometimes Community Improvement Program)
- COC - Council of CEOs
- COO = Cost of Occupancy
- CPI = Consumer Price Index
- CRI - Community Research Institute of Purdue Fort Wayne
- CTE - Career and Technical Education
- CVB - Convention and Visitor's Bureau
- DID - Downtown Improvement District
- DRD - Downtown Riverfront Development
- DWD - Department of Workforce Development
- EBITDA - Earnings Before Interest, Taxes, Depreciation, and Amortization
- ED = Economic Development
- EDA - Economic Development Administration (U.S. DOC)
- EDGE - Economic Development for a Growing Economy Program
- EDIP - Economic Development Impact Profile
- EDP - Economic Development Professionals
- EXIM = Export-Import Bank of the United States
- FDI - Foreign Direct Investment
- FTZ - Foreign-Trade Zone
- GDP/GRP - Gross Domestic Product/Gross Regional Product
- GRP - Greenfield / Ready-to-Develop Property
- HB / SB = House Bill / Senate Bill
- HBI - Hoosier Business Investment Tax Credit Program
- HPGN - High Performance Government Network
- HQRTC - Headquarters Relocation Tax Credit
- HTS - Harmonized Tariff Schedule
- HUD - U.S. Department of Housing and Urban Development
- IDD - Innovation Development District
- IDGF - Industrial Development Grant Fund
- IEDA - Indiana Economic Development Association
- IEDC - Indiana Economic Development Corporation
- IEDC - International Economic Development Council
- IRR - Internal Rate of Return
- ITA - International Trade Administration
- ITC - Investment Tax Credit (context-dependent)
- KPI - Key Performance Indicator
- kV = Kilovolt
- LEDO - Local Economic Development Organization
- LIHTC - Low Income Housing Tax Credit
- LOI - Letter of Intent
- LQ - Location Quotient (industry concentration metric)
- MBDA - Minority Business Development Agency
- MCC - Mayors and Commissioners Caucus
- MGD - Million Gallons per Day
- MIYO - Make It Your Own
- MOA - Memorandum of Agreement
- MOU - Memorandum of Understanding
- MW - Megawatt

# Common Abbreviations and Acronyms of NEI

- NDA - Non-Disclosure Agreement
  - NDIA - National Defense Industrial Association
  - NEICU - Northeast Indiana Colleges and Universities Network
  - NEIW - Northeast Indiana Works
  - NIBCC - Northeast Indiana Base Community Council
  - NIDIA - Northeast Indiana Defense Industry Association
  - NIF - Northeast Indiana Fund
  - NIHRA - Northeast Indiana Human Resource Association
  - NIIC - Northeast Indiana Innovation Collective
  - NMTC - New Markets Tax Credit
  - NPV - Net Present Value
  - OEM - Original Equipment Manufacturer
  - OPEX - Operating Expenditures
  - P&L - Profit and Loss Report
  - PILOT - Payment In Lieu Of Taxes
  - PSR - Private Sector Revenue
  - PTA - Property Tax Abatement
  - PTC - Production Tax Credit
  - RCI - Regional Cities Initiative
  - RDA - Regional Development Authority
  - RDC - Redevelopment
  - READI - Regional Economic Acceleration & Development Initiative
  - REDO - Regional Economic Development Organization
  - RFI - Request for Information
  - RFP - Request for Proposal
  - RFQ - Request for Qualifications (or Quote, depending on context)
  - RI - Regional Initiatives
  - ROC - Regional Opportunities Council
  - ROI - Return on Investment
  - ROW - Right-of-Way
  - RTC - Redevelopment Tax Credits
  - RTOM - Road to One Million
  - SBA - Small Business Administration
  - SDC - Northeast Indiana Strategic Development Commission
  - SEF - Skills Enhancement Fund
  - SME - Small and Medium-sized Enterprise
  - SOC = Standard Occupational Classification
  - STEM = Science, Technology, Engineering, and Mathematics
  - TCO = Total Cost of Ownership
  - TIF - Tax Increment Financing
  - V2020 - Vision 2020
  - V2030 - Vision 2030
  - VCI - Venture Capital Investment Tax Credit
  - WIOA - Workforce Innovation and Opportunity Act
  - YFMIYO - Your Future: Make it Your Own
  - YLNI - Young Leaders of Northeast Indiana
- 