



**INDIGO**  
CULTURAL CENTER

# ANNUAL REPORT

FY 2023-2024  
FY 2024-2025



**INDIGO**  
CULTURAL CENTER

## **WHO WE ARE**

Indigo Cultural Center is a nonprofit organization committed to the study of culture, the enactment of culture, the celebration of culture, and using the strength in one's culture to promote social justice and racial equity.

## **MISSION**

Our mission is to conduct rigorous policy-relevant research on infant and early childhood mental health, education, and development by partnering with community agencies and public agencies that are dedicated to improving the lives of children, especially those from low-income and historically marginalized communities.

## **VISION**

We envision socially and racially just communities that promote strong, nurturing families and healthy child development.



# FROM OUR FOUNDING EXECUTIVE DIRECTOR

Eva Marie Shivers, J.D., Ph.D.

This report marks the 17th and 18th years of Indigo Cultural Center's existence. I remain in awe of how we continue to grow. As I reflect on the meaning of 'growth,' for Indigo 'growing' has never equated to becoming a larger organization. In fact, our number of team members has remained consistent over the past 5 years or so. Instead, I measure our growth by our deepening of our commitment to social justice. Our growth is also measured by our increasing influence in shaping the narratives in our field that are grounded in principles of Healing Justice\*.

Over the past two years we have continued our strong tradition of partnering with agencies around the country to conduct action-research and evaluation that is firmly grounded in racial equity principles. One of our newer evaluation partnerships is opening a portal for us to explore authentic centering of community in mental health with a strong Africentric lens. This partnership has been especially inspirational for me, and is starting to influence our future agenda in our evaluation offerings and beyond!

Additionally, these past two years have inspired new directions in our Racial Equity for IECMH Workforce Development Division. The robust agenda of Healing Justice-centered programming we've offered over the past two years is made possible by unrestricted funding from two committed philanthropic organizations who practice 'trust-based philanthropy'. Indeed, Healing Justice principles are also present in the way we are resourced to do our work! In our field, we refer to this alignment as the 'parallel process.'

I remain humbled as I bear witness to how our beautiful, loving, compassionate, talented team is living into Healing Justice principles and bringing our audacious dreams to life.

In love and light,



Dr. Eva Marie Shivers, J.D., Ph.D.



\* Healing Justice is operationalized by Loretta Pyle (2019) and the Kindred Healing Justice Collective. Healing Justice enters holistic approaches to understanding, healing, and disrupting intergenerational trauma and cycles of violence. Emphasizes the importance of both personal healing and collective, community-based efforts to transform the impacts of oppression. Engages practices that connect mind, body, spirit, and land as interconnected dimensions of well-being. Recognizes that all people are relationally and systemically interconnected, shaping both harm and healing processes. Aims to transform organizational and institutional conditions that affect worker well-being, rights, and empowerment. Understands that joy and pleasure create possibility to be in right relationship with ourselves, one another, and the land.

# OUR TEAM

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## INDIGO'S ADMINISTRATIVE TEAM



**Dr. Eva Marie Shivers, JD, PhD**  
*Founding Executive Director*



**Jena Negamine, BA**  
*Director of Finance and Human Resources*



**Krystle Canare, BS**  
*Social Media Marketing Manager*

## BOARD OF DIRECTORS



**Jonathan Gonzalez, MPA**  
*Board Chair*



**Dr. Raquel Monroe, PhD**  
*Board Member*



**Dr. Mary Warren, PhD, IMH-E® (IV-P)**  
*Board Member*



**Zel Fowler, MEd**  
*Board Member*



**Susan Jacobs**  
*Board Member*

# ACCOMPLISHMENTS FY24 / FY25

(July 1, 2023 – June 30, 2025)

## DIVISION OF RESEARCH & EVALUATION

### HIGHLIGHTS FROM OUR RESEARCH AND EVALUATION EFFORTS

We are very proud of our long history of conducting community-based participatory action research that explores the developmental niches of early care and education to lift up the ways caregivers are supported to co-create healthy relationships with families and their young children. Under Dr. Janssen's leadership we continue to center and ground our research in a strong racial equity framework, so our data is positioned to shed light on strengths as well as illuminating those areas where there is still much work and healing to be done. In addition to the partnerships and publications listed below, Dr. Janssen and Dr. Shivers continue to present our research findings across the country through academic conferences, practitioner conferences, webinars, keynotes, podcasts, and more!



## OUR RESEARCH AND EVALUATION TEAM



**Dr. Jayley Janssen,**  
**MS, PhD**  
*Director of Research &  
Evaluation Division*



**Ronae Matriano,**  
**BS, BA, MS**  
*Research Associate*



**Clarissa Abidog,**  
**BS, MS**  
*Research Associate*



**Ashley Mentz,**  
**MBA**  
*Research Specialist*



**Daria Best,**  
**LCSW, MEd, IMH-E®**  
*Research Specialist*

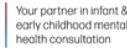


**Dr. Eva Marie Shivers,**  
**JD, PhD**  
*Executive Director & Founder*

# ACCOMPLISHMENTS FY24 / FY25

(July 1, 2023 – June 30, 2025)

## EVALUATION PARTNERS: FY 2023-2024



## PUBLICATIONS AND REPORTS: FY 2023-2024

Byars, N., Shivers, E.M., Herriott, A., Matriano, R. (2024). Evaluation of HCN's Ma'at Program. Prepared by Indigo Cultural Center for Homeless Children's Network. With funding from San Francisco Department of Public Health and the Department of Children, Youth, & Their Families.

Matriano, R., Shivers, E.M., Herriott, A., Byars, N. (2024). Evaluation of HCN's Afro-cultural Black LGBTQIA+ Preservation Mini-Grants Program. Prepared by Indigo Cultural Center for Homeless Children's Network. With funding from the San Francisco Office of Economic and Workforce Development, San Francisco Human Rights Commission, and Dream Keeper Initiative.

Matriano, R., Shivers, E.M., Herriott, A., Byars, N. (2024). Evaluation of HCN's Amani Mental Health Training Program. Prepared by Indigo Cultural Center for Homeless Children's Network. With funding from the San Francisco Office of Economic and Workforce Development, Dream Keeper Initiative, and San Francisco Human Rights Commission.

Matriano, R., Shivers, E.M., Herriott, A., Byars, N. (2024). Evaluation of HCN's Brighter Futures Program. Prepared by Indigo Cultural Center for Homeless Children's Network. With funding from the San Francisco Human Rights Commission and Dream Keeper Initiative.

Matriano, R., Shivers, E.M., Herriott, A., Byars, N. (2024). Evaluation of HCN's Kuamka Community Healing Arts Program. Prepared by Indigo Cultural Center for Homeless Children's Network. With funding from the San Francisco Office of Economic and Workforce Development and Dream Keeper Initiative.

Matriano, R., Shivers, E.M., Herriott, A., Byars, N. (2024). Evaluation of HCN's Community Innovations Mini-Grants Program at Homeless Children's Network. Prepared by Indigo Cultural Center for Homeless Children's Network. With funding from the San Francisco Human Rights Commission, Dream Keeper Initiative.



# ACCOMPLISHMENTS FY24 / FY25

(July 1, 2023 – June 30, 2025)

## PUBLICATIONS AND REPORTS: FY 2023-2024

Matriano, R., Shivers, E.M., Herriott, A., Byars, N. (2024). Evaluation of HCN's Ma'at Youth Leadership Program. Prepared by Indigo Cultural Center for Homeless Children's Network.

Shivers, E. M., Matriano, R., Herriott, A., Byars, N. (2024). Evaluation of the Dream Keeper Community Mental Health Program at Homeless Children's Network. Prepared by Indigo Cultural Center for Homeless Children's Network. With funding from the Dream Keeper Initiative and San Francisco Human Rights Commission.

Shivers, E.M., Matriano, R., Herriott, A., Byars, N. (2024). Evaluation of HCN's Early Childhood Mental Health Consultation Program. Prepared by Indigo Cultural Center for Homeless Children's Network. With funding from San Francisco Department of Public Health, Mental Health Services Act, Department of Children, Youth & Their Families, and Human Services Agency.

Shivers, E.M., Matriano, R., Byars, N. (2024). Homeless Children's Network: Agency Highlights 2023-2024. Prepared by Indigo Cultural Center for Homeless Children's Network.

Shivers, E. M. (2024). Wells and frontiers: Deepening and broadening our understanding of Black women teachers' well-being through the intersectionality of race and gender. In A. Baum & K. Schnake (Eds.) Teacher well-being in early childhood. Publisher: Teachers College Press.

Porter, T. Janssen, J., Matriano, R., & Shivers, E.M. (2024). Family, Friend and Neighbor (FFN) Child Care Providers' Perceptions, Experiences, and Motivations for Leadership: Report Prepared for the Child Care Providers United Education and Support Fund. Phoenix, AZ: Indigo Cultural Center

Alexander, B. L., Meek, S., Janssen, J., Cardona, M. R., Allen, R., Powell, T., Blevins, D., Catherin, E. (July, 2023). National Equity Landscape of State Exclusionary Discipline Policies Across Pre-K-12 Contexts. The Children's Equity Project at Arizona State University. Retrieved from: <https://cep.asu.edu/resources/state-exclusionary-discipline-policy>



## A WORD FROM OUR PARTNERS

*"I had the opportunity to work with Indigo Cultural Center during an intensive phase of HMHC's early development. I truly valued our partnership, which was grounded in shared values and a strong commitment to strengthening a state-wide initiative that promotes the well-being of young children and the professionals and caregivers who support them."*

~Corey M. Robak-Klein, MA, LPC, LMFT, IMH-E®, PMH-C  
Director  
Healthy Minds Healthy Children



# ACCOMPLISHMENTS FY24 / FY25

(July 1, 2023 – June 30, 2025)

## EVALUATION PARTNERS: FY 2024-2025



## PUBLICATIONS AND REPORTS: FY 2024-2025

Shivers, E. M., Matriano, R., Herriott, A., Byars, N. (2024). Evaluation of the Dream Keeper Community Mental Health Program at Homeless Children's Network. Prepared by Indigo Cultural Center for Homeless Children's Network. With funding from the Dream Keeper Initiative and San Francisco Human Rights Commission.

Janssen, J. A., Shivers, E. M., Mentz, A. (2024). Evaluating Elements of the Framework for Effective Infant and Early Childhood Mental Health Consultation in Wisconsin's Healthy Mind Healthy Children Program. With funding from Wisconsin's Department of Children and Families and the American Rescue Plan Act.

Byars, N., Janssen, J. Matriano, R., Abidog, C., Parker, A., Shivers, E.M. (2025) Ma'at at Homeless Children's Network: Evaluation Findings from July 2024 to June 2025. Prepared by Indigo Cultural Center for Homeless Children's Network. With funding from the San Francisco Department of Public Health.

Byars, N., Janssen, J. Matriano, R., Abidog, C., Parker, A., Shivers, E.M. (2025) General Early and Periodic Screening, Diagnostic, and Treatment (EPSDT) at Homeless Children's Network: Evaluation Findings from July 2024 to June 2025. Prepared by Indigo Cultural Center for Homeless Children's Network. With funding from the San Francisco Department of Public Health.

Janssen, J. A., Choate, T., Hack, J., Matriano, R., Abidog, C., Pérez Byars, N., Parker, A., Shivers, E.M. (2025). Early Childhood Mental Health Consultation at Homeless Children's Network: Evaluation Findings from July 2024 to June 2025. Prepared by Indigo Cultural Center for Homeless Children's Network. With funding from the San Francisco Department of Early Childhood and the San Francisco Department of Public Health.

Janssen, J., Matriano, R., Abidog, C., Byars, N., Parker, A., Shivers, E.M. (2025). Case Management at Homeless Children's Network: Evaluation Findings from July 2024 to June 2025. Prepared by Indigo Cultural Center for Homeless Children's Network. With funding from the San Francisco Department of Homelessness and Supportive Housing and Mayor's Office of Housing and Community Development.



# ACCOMPLISHMENTS FY24 / FY25

(July 1, 2023 – June 30, 2025)

## PUBLICATIONS AND REPORTS: FY 2024-2025

Matriano, R., Abidog, C., Janssen, J. A., Byars, N., Parker, A., Shivers, E.M. (2025). *Entre Nosotros at Homeless Children's Network: Evaluation Findings from July 2024 to June 2025*. Prepared by Indigo Cultural Center for Homeless Children's Network.

Matriano, R., Abidog, C., Janssen, J., Byars, N., Parker, A., Shivers, E.M. (2025). *Ma'at Youth Leadership at Homeless Children's Network: Evaluation Findings from July 2024 to June 2025*. Prepared by Indigo Cultural Center for Homeless Children's Network. With funding from the Mayor's Office of Housing and Community Development (MOHCD).

Matriano, R., Abidog, C., Janssen, J. A., Byars, N., Parker, A., Shivers, E.M. (2025). *Kupona Early Intervention, Outpatient, and Intensive Outpatient Programs: Evaluation Findings from July 2024 to June 2025*. Prepared by Indigo Cultural Center for Homeless Children's Network. With funding from the San Francisco Department of Public Health.

Matriano, R., Abidog, C., Janssen, J. A., Byars, N., Parker, A., Shivers, E.M. (2025). *Community Holistic Overdose Prevention Program: Evaluation Findings from July 2024 to June 2025*. Prepared by Indigo Cultural Center for Homeless Children's Network. With funding from the San Francisco Department of Public Health.

Parker, A., Abidog, C., Janssen, J., Matriano, R., Byars, N., Shivers, E.M. (2025). *Black Birthing Health Initiative: Evaluation Findings from July 2024 to June 2025*. Prepared by Indigo Cultural Center for Homeless Children's Network. With funding from the San Francisco Department of Public Health.

Shivers, E.M., Abidog, C., Matriano, R., Janssen, J. A., Byars, N., Parker, A. (2025). *Community Mental Health at Homeless Children's Network: Evaluation Findings from July 2024 to June 2025*. Prepared by Indigo Cultural Center for Homeless Children's Network. With funding from the San Francisco Department of Public Health.



## A WORD FROM OUR PARTNERS

*"What struck me most about Indigo Cultural Center's evaluation team was how genuinely aligned they were with the values we hold at Instituto Familiar de la Raza. They brought a rare sensitivity to questions of power, a deep respect for relational trust, and a methodology that honored storytelling and community voices as knowledge. Evaluation can so often feel like something done to a program — but with Indigo, it felt like a collaboration. They attended to process as carefully as they attended to outcomes, and that made all the difference."*



~Cassandra Coe, LCSW  
Former Program Director, Sana Sana  
Instituto Familiar de la Raza (2024–25)

# ACCOMPLISHMENTS FY24 / FY25

(July 1, 2023 – June 30, 2025)

## PUBLICATIONS AND REPORTS: FY 2024-2025

Abidog, C., Matriano, R., Janssen, J., Byars, N., Parker, A., Shivers, E.M. (2025). Black/African American Community-Based Substance Use Prevention & Education Initiative at Homeless Children's Network: Evaluation Findings from July 2024 to June 2025. Prepared by Indigo Cultural Center for Homeless Children's Network. With funding from the San Francisco San Francisco Department of Public Health.

Abidog, C., Matriano, R., Janssen, J. A., Byars, N., Shivers, E.M. (2025). The Amani Mental Health Training Program: Evaluation Findings from July 2024 to June 2025. Prepared by Indigo Cultural Center for Homeless Children's Network. With funding from the San Francisco's Office of Economic and Workforce Development (OEWD).

Matriano, R., Abidog, C., Janssen, J. A., Parker, A., Byars, N., Shivers, E.M. (2025). The Child- Parent Psychotherapy Program: Evaluation Findings from July 2024 to June 2025. Prepared by Indigo Cultural Center for Homeless Children's Network. With funding from the Department of Health Care Services' (DHCS) Child and Youth Behavioral Health Initiative (CYBHI) via Heluna Health.

Matriano, R., Abidog, C., Janssen, J., Byars, N., Parker, A., Shivers, E.M. (2025). The Jabali Youth Advocacy Program at Homeless Children's Network: Evaluation Findings from July 2024 to June 2025. Prepared by Indigo Cultural Center for Homeless Children's Network. With funding from the San Francisco Department of Children, Youth, and their Families (DCYF).

Matriano, R., Abidog, C., Janssen, J. A., Shivers, E.M., Byars, N., Parker, A. (2025). The Brighter Futures Program at Homeless Children's Network: Evaluation Findings from July 2024 to December 2024. Prepared by Indigo Cultural Center for Homeless Children's Network. With funding from the San Francisco Human Rights Commission and Dream Keeper Initiative



## A WORD FROM OUR PARTNERS

*"Homeless Children's Network holds deep gratitude for our abundant work with Indigo Cultural Center over the past three years. Our partnership has honored context, culture, and relationship — not only what the numbers say. Together, we created evaluation frameworks and tools for HCN that reflect families' realities, innovate beyond standard scales, and make space for lived experience to shape what success means. Indigo Cultural Center has been a trusted partner in helping us truly measure and lift up what matters most for the children and families we serve."*



~Dr. April Y. Silas  
Chief Executive Officer  
Homeless Children's Network

# ACCOMPLISHMENTS FY24 / FY25

(July 1, 2023 – June 30, 2025)

## DIVISION OF RACIAL EQUITY IECMH WORKFORCE DEVELOPMENT & SUPPORT

### HIGHLIGHTS FROM OUR PARTNERSHIPS AND PROGRAMMING

Natasha Pérez Byars continues to serve as our Division Director. While Dr. Shivers remains closely involved with Equity Division visioning and program implementation; we are grateful for the support from additional Indigo team members who include: Daria Best, Krystle Canare, Ronae Matriano, and Angelique Kane.



In addition to our programming highlights listed below, Dr. Shivers and Ms. Byars also conducted many trainings, keynotes, and plenaries around the country. They also served on many national workgroups to help to shape policy and professional development in the field of Infant

and Early Childhood Mental Health (IECMH). They also continue to serve as leaders in several national collaborations and committees that seek to fuel the growing social justice movement in our field.

### OUR RACIAL EQUITY WORKFORCE DEVELOPMENT TEAM



**Natasha Pérez Byars,**  
**MS, MSW, LICSW**  
*Director of Racial Equity IECMH  
Workforce Development Division*



**Krystle Canare,**  
**BS**  
*Equity Specialist*



**Angelique N. Kane,**  
**BA**  
*Equity Specialist*



**Daria Best,**  
**LCSW, MEd, IMH-E®**  
*Equity Specialist*



**Ronae Matriano,**  
**BS, BA, MS**  
*Equity Specialist*



**Dr. Eva Marie  
Shivers, JD, PhD**  
*Executive Director*

# ACCOMPLISHMENTS FY24 / FY25

(July 1, 2023 – June 30, 2025)

## INDIGO-LED PROGRAMMING HIGHLIGHTS

Over the past two years we were able to expand and deepen our Indigo-led Infant and Early Childhood Mental Health (IECMH) workforce support offerings with continued funding support from:



IRVING HARRIS  
FOUNDATION



**ZERO TO THREE**  
Early connections last a lifetime

Generous, unrestricted funding enabled us to expand our offerings to support the Infant and Early Childhood Mental Health (IECMH) workforce and continue to establish Indigo as a leader in the IECMH Healing Justice Movement. Highlights of the programming we offered are listed below and in the consequent pages.

## INDIGO CULTURAL CENTER'S IECMH WORKFORCE PROGRAMMING



### **Community of Practice for Diverse IECMH Consultation Leaders**

*August 2021-  
January 2024*

In partnership with Kadija Johnston

The goal of this Community of Practice is to diversify the voices of IECMH expertise and leadership around the country.

A diverse cohort of 14 IECMH Consultation leaders met monthly for a period of 2.5 years. Using Indigo's Healing Justice framework, we developed leaders' capacity to integrate strong Healing Justice principles into their own healing journeys and the journey of their programs.

(Evaluation data available upon request.)



# ACCOMPLISHMENTS FY24 / FY25

(July 1, 2023 – June 30, 2025)

## INDIGO CULTURAL CENTER'S IECMH WORKFORCE PROGRAMMING

### **Sankofa Infant Mental Health History Project**

*July 2022-Present*

In partnership with the Sankofa Steering Collective:

- Aditi Subramaniam, Nucha Isawarong, Marie-Celeste Condon, German Walters

The Sankofa Infant Mental Health History Project™ (Sankofa Project) is a multi-year effort to retrieve culturally diverse relational wisdom from our past to tell a fuller history that includes the contributions of professionals and communities of color and the role of power and privilege in the field's development.

The Sankofa Project envisions a 4-part film series where we will record and catalog narratives that both resonate with and challenge IECMH conventional knowledge and create supplemental materials to support use of narratives in workforce development, system change, reflective practice, and more.

**"Part One: Land. Root. Seed. Culture. Community."** is scheduled to be released in the early part of 2026. <https://sankofaimhhistoryproject.com>



# ACCOMPLISHMENTS FY24 / FY25

(July 1, 2023 – June 30, 2025)

## INDIGO CULTURAL CENTER'S IECMH WORKFORCE PROGRAMMING

### **National Learning Table for Increasing Diversity in the IECMH Consultation Workforce**

*February 2023-January 2024*

The goal of this national Learning Table was to establish and host a 12-month reflective technical assistance opportunity with state administrators, policy makers, and IECMH Consultation initiative leaders to have authentic and difficult conversations about innovation, strategies, tools, frameworks, resources needed to increase diversity in the IECMH Consultation workforce.

17 states attended in teams of 3-4 members. We met quarterly for a period of 12 months.

(Evaluation data available upon request.)

### **Coaching Pilot Program for Facilitators of Reflective Racial Affinity Groups**

*April 2023 – October 2024*

Indigo Cultural Center launched the Small Group Equity Facilitator Coaching Pilot to address the painfully clear gap in the field that there were not enough individuals who were trained in the triumvirate skills of 1) reflective facilitation; 2) a deep understanding of key tenets and ways of being in IECMH; and 3) racial healing.

A total of 39 infant and early childhood professionals were selected from 121 applicants. The racial affinity groups were held over six months, with each session lasting between 60-90 min.

Simultaneously, seven facilitators participated in an 11-month coaching cohort led by Dr. Shivers. Coaching focused on enhancing facilitation skills using Indigo Cultural Center's Anti-Racism Transformational Healing Framework.

(Evaluation data available upon request.)



# ACCOMPLISHMENTS FY24 / FY25

(July 1, 2023 – June 30, 2025)

## INDIGO CULTURAL CENTER'S IECMH WORKFORCE PROGRAMMING

### Rooted Collective

March 2024 – July 2025

In partnership with:

- Nat Vikitsreth – Come Back to Care
- Dawna Yazzie – dził nitsaa consulting and services

The Rooted Collective is an ongoing collective of early childhood professionals committed to the practice and growth of healing justice in IECMH systems, from the inside out.

The Rooted Collective is a 5-month learning community, and featured virtual sessions plus a 3-day in person retreat in Tucson, AZ. 27 members participated in the Collective's inaugural cohort.

The Rooted Collective centers a whole-person approach to healing and development for those in the work of early childhood, regardless of role. We hold strongly that who we are and how we engage ourselves matters -- as humans and as professionals.

(Evaluation data available upon request.)







# ACCOMPLISHMENTS FY24 / FY25

(July 1, 2023 – June 30, 2025)

## CONTRACTED RACIAL EQUITY REFLECTIVE CONSULTATION PARTNERS

In addition to our funded workforce offerings, we also continued our tradition of partnering with various states and communities to provide reflective consultation and professional development support with their leaders and workforce through what we like to call ‘our equity contracts.’ Here is a list of the states and communities with whom we partnered:

-  **Minnesota Department of Human Services Statewide IECMH Consultation Initiative**  
Dr. Shivers and Natasha Byars provided reflective consultation with program leadership; Family, Friend, & Neighbor program specialists; Racial Affinity Group facilitators; and ongoing professional development for the entire statewide IECMH consultation workforce.
-  **University of Miami’s IECMHC Jumpstart Program: Equity Champions**  
Dr. Shivers provided Racial Affinity Group facilitator coaching (in partnership with Kadija Johnston).
-  **University of Maryland School of Social Work, Parent, Infant & Early Childhood (PIEC) Program**  
Dr. Shivers provided reflective consultation with the IECMHC leadership team and with Racial Affinity Group facilitators.
-  **Morrison Child & Family Services, IECMHC Program**  
Dr. Shivers and Natasha Byars provided reflective consultation with Morrison’s IECMH consultation program leadership; and Morrison’s consultation workforce.

## TESTIMONIALS FROM OUR IECMH WORKFORCE PROGRAM PARTICIPANTS

*"I've become more confident in my communication with stakeholders/funders in what it means to move a more diverse workforce forward at every level. As an executive director, people don't often think about the path required to get and keep us here."*

*~ Learning Table Participant*

*"[The CoP] created an experience that deepened my awareness of what it looks like to LIVE and WORK in anti-bias ways, refreshing my spirit. When people say, it reminded me I'm not alone, I think what we mean is, it created connections in our spirit with like-minded people that white supremacy interrupts daily and gave voice to the interruption we feel and then gave a chance to practice holding the connection to prevent further interruption."*

*~ Leader who participated in our IECMHC Community of Practice*

*"The [Rooted Collective] retreat carved out timeless moments—spaces of deep thought, raw expression, and shared healing. In the stillness, we confronted today's complexities through the lens of yesterday's triumphs and trials. Together, we wove a tapestry of reflection and resilience, where the past met the present to illuminate the path ahead. What was shared here will echo far beyond these days—etched in memory, anchored in meaning."*

*~ Rooted Collective Participant*

# OUR FINANCIALS

Operating Revenue/Expenses  
July 1, 2023 through June 30, 2025

Over the last 2 fiscal years, our biggest investment continues to be our team, with 83% of our budget going directly to personnel expenses. Indigo's administrative and overhead spending are 19% of the total spending, substantially under the Better Business Bureau's recommended cap of 35%. Apart from personnel expenses, Indigo's administrative spending is only 6% of the budget, allowing us to keep our rates accessible even to smaller organizations.

## INDIGO'S FINANCIAL TEAM



**Jena Negamine, BA**  
*Director of Finance and  
Human Resources*



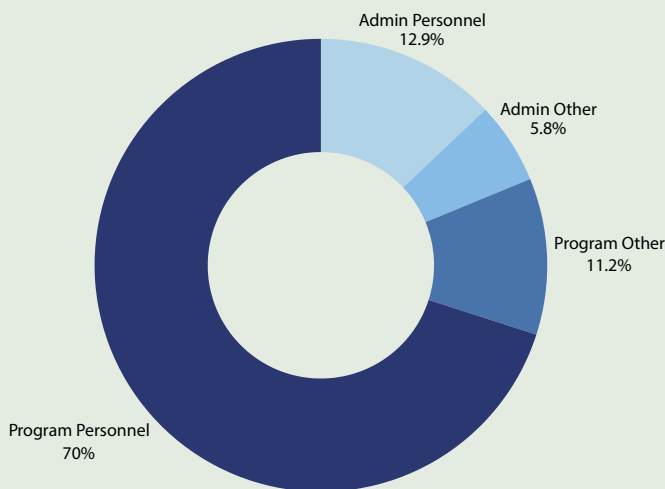
**Marcia Taplin,  
BS, CPA**  
*Payroll Manager*

Indigo's Operating Revenue remains robust with many long-term evaluation partners and multi-year projects. In fiscal years 2024 and 2025, a substantial part of our budget is now coming from grants to support our expanding offerings in our Racial Equity IECMH Workforce Support Division.

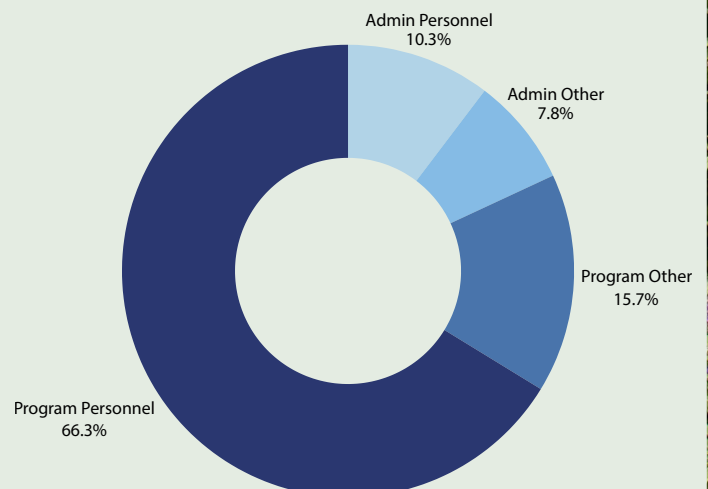
We continue to operate with fiscal responsibility, minimizing expenses with a fully remote team and careful investments in productivity tools that maximize our return on investment. With this careful spending we have a consistent surplus, which has given us the financial security to take steps to expand, hire more full-time employees, offer generous employee benefits, and to manifest our wildest dreams!

## PERSONNEL AND PROGRAMMATIC EXPENSES

FY 23-24



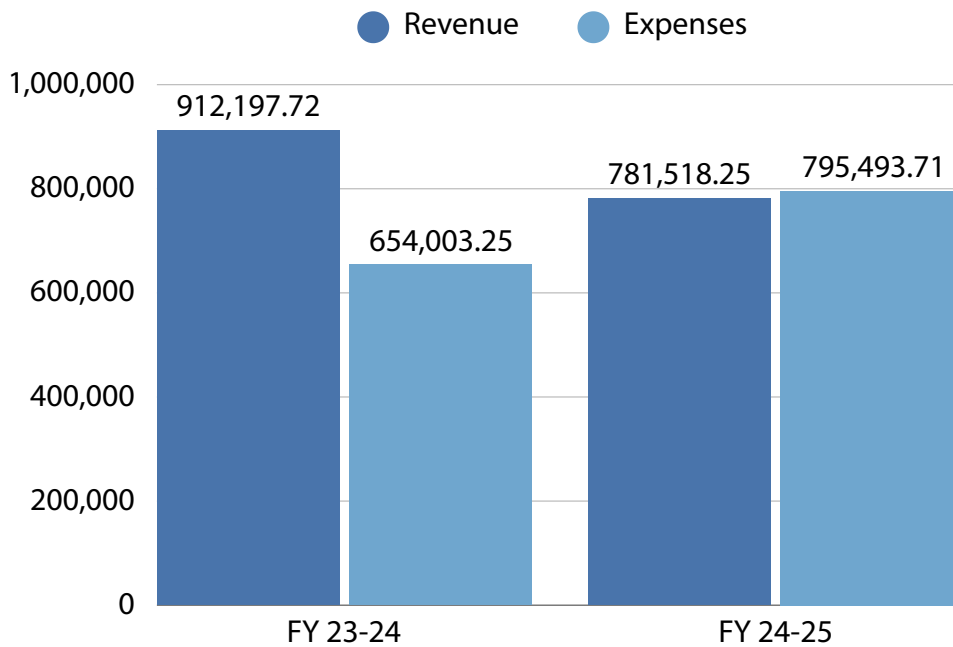
FY 24-25



# OUR FINANCIALS

Operating Revenue/Expenses  
July 1, 2023 through June 30, 2025

Revenue and Expenses  
Combined FY 23-24 and FY 24-25



## GOALS FOR FISCAL YEAR 2026

Our goals for the upcoming fiscal year are to continue to increase our reserves with data-informed, collaborative decision making about revenue and spending with the aims of:

1. Creating responsive, sliding scale costs for our partners/clients.
2. Continuing to invest in our team by providing expanded benefits and policies to support part-time and full-time employees and team members' healing and well-being.
3. Continuing to increase our financial team's capacity by securing a contract with a financial consultant who is passionate about our vision and is experienced in helping organizations with a smaller-scale infrastructure.



**INDIGO**  
CULTURAL CENTER

## **THANK YOU!**

For more information about our work,  
please visit our website:  
<http://IndigoCulturalCenter.org>



### **Mailing Address:**

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26-1169374