



IEMD Economic Development Implementation Contract

Contractor: Valo Advisory (Susanna Taft Illig)

Client: IndyEast Economic Mobility District (through the John Boner Neighborhood Centers)

Term: 12 months (January–December 2026)

Total Not-to-Exceed: \$100,000 at \$160/hr

I. Purpose

To provide interim strategic and operational leadership for the implementation of the IndyEast Economic Mobility District's (IEMD) Economic Development efforts, with a focus on activating business, real estate, and investment initiatives identified through the 2025 planning process.

This contract bridges the gap between planning and long-term staffing by building systems, activating early projects, and preparing for a future, sustainable district-based economic development position.

II. Structure and Support

Valo Advisory will serve as **contracted economic development lead** for IEMD's Economic Development implementation, working closely with:

- **Boner Center designated staff member(s)**, who will provide day-to-day administrative, communications, and small business engagement support;
- **Indy Economic Development (IEDI)**, which will provide technical assistance, access to data systems, economic development leadership, and integration with citywide programs; and
- **The IEMD Leadership Team**, which will provide direction and oversight.

Together, this team will ensure that IEMD's business and investment initiatives are coordinated, measurable, and aligned with broader district and city strategies.

III. Scope of Work

A. Program Management and Coordination (25%)

- Support the coordination of IEMD's economic development initiatives.



- Develop a shared workplan and performance tracking dashboard.
- Manage partner alignment meetings and communications (with support from Boner Center).
- Coordinate with Workforce and Housing strategies to ensure alignment and integration with business community and economic development priorities.
- Prepare quarterly progress reports for the Leadership Team and funders (or as needed).

B. Business Retention, Expansion, Attraction, and Small Business Coordination (30%)

- Oversee district-level BRE outreach in collaboration with IEDI, conducting business visits, maintaining contact logs, and sharing useful insights/resources.
- Support Boner Center staff in identifying small business priorities, gaps, and technical assistance needs for coordination with CDCs and partner organizations.
- Build a district-level business contact sheet/database and define appropriate business communication systems.
- Build a BRE & Attraction playbook by EOY, capturing best practices and effective methods of supporting district-based businesses.

C. Real Estate and Investment Attraction (30%)

- Support IEDI in effectively attracting new business investment to the district.
- Identify and prioritize investment in catalytic redevelopment sites and vacant/abandoned properties.
- Coordinate with CDCs to support corridor redevelopment strategy.
- Coordinate with IEDI on site packaging, feasibility, and investment readiness.
- Connect developers (with special emphasis on district-based or MBE developers) with redevelopment opportunities and funding resources.
- Support applications for site readiness, infrastructure, or place-based funding opportunities.

D. Systems, Reporting, and Transition Planning (15%)

- Build and document repeatable processes, templates, and partner protocols.
- Establish internal data and reporting systems.
- Support the IEMD leadership team in designing a long-term staffing and funding model for a permanent Economic Development Manager.
- Provide onboarding materials and training to future staff.



IV. Integration with Boner Center Supporting Role

Boner Center Support Staff Focus Areas:

- Support business outreach coordination and follow-up.
- Assist with meeting logistics, partner scheduling, and communication materials.
- Maintain the business directory and small business resource listings.
- Provide light one-on-one support to small businesses (referrals, basic TA coordination).
- Collect stories, metrics, and testimonials to inform reports and communications.

Valo Advisory's Role with the Boner Center Staff:

- Provide strategic direction and guidance.
- Connect small business activities into broader economic development objectives.
- Serve as a mentor and technical resource for professional development.

This structure creates a paired leadership model with Valo Advisory as the strategic lead and the Boner Center Staff as on-the-ground support. This approach balances capacity, efficiency, and long-term knowledge transfer.

V. Partnership with Indy Economic Development (IEDI)

IEDI will provide limited technical support and implementation partnership during the first year to ensure district projects integrate seamlessly into citywide systems and data platforms. Support may include:

- Data sharing (BRE, sites, and incentives).
- Joint business visits and project coordination.
- Collaboration on potential incentive or investment opportunities.
- Marketing and communications alignment for district promotion.



VI. Time and Budget Summary

Category	Est. Hours	Rate	Budget
Valo Advisory	625 hrs	\$160/hour (reflects a discount of ~10%)	\$100,000
Total			\$100,000

VII. Estimated Monthly / Quarterly Hours

Quarter	Focus	Est. Hours
Q1	Launch, partner alignment, data setup, workplan development, begin business visits	160
Q2	BRE strategy, real estate strategy, reporting dashboard, incentive implementation alignment	155
Q3	Active projects, small business coordination	155
Q4	Systems documentation, transition planning, project handoffs, final reporting	155
Total		625 hrs

Invoices submitted **monthly**, with a summary of activities and hours.

VIII. Deliverables

- Annual Economic Development Workplan & Dashboard
- Updated business and site inventory database
- Quarterly progress reports and partner updates



- Draft staffing and sustainability plan for permanent ED position
- Documentation of systems and templates (handoff guide)

IX. Relationship to IEDI and Boner Center

Valo Advisory will serve as an **independent contractor** under the Boner Center, reporting to IEMD leadership. The contractor will maintain close coordination with IEDI to ensure alignment, while the Boner Center's designated staffer provides day-to-day administrative and small business engagement support within the district.