



1923 Green Street
Racine, WI 53402

July 30, 2025

Via Indiana State Dislocated Work Unit, WARN Portal

Indiana Department of Workforce Development
Indiana Government Center South
10 North Senate Avenue
Indianapolis, IN 46204

Re: WARN Notification from Shine Early Learning, Inc.:

This letter is to advise you that Shine Early Learning, Inc. (“Shine”) plans to permanently lay off 57 of employees who work for Shine’s Spark Indiana business unit. The reason for this permanent layoff is because these individuals are employed by Shine to perform work related to a contract between Shine and the State of Indiana, which is scheduled to conclude on September 30, 2025.

These employees primarily work remotely from home throughout the state of Indiana and the United States, but are assigned to and occasionally meet in person at an office location located at the following address:

Spark Learning Lab % Launch Fishers
12175 Visionary Way, Suite 1120
Fishers, IN 46038

The layoffs are expected to become effective on October 1, 2025, but may occur within 14 days thereafter. The affected employees do not have bumping rights. The employees are not represented by a union.

The job titles of the positions affected and the number of workers who hold affected jobs in each job classification are:

Position Title	Number of Employees
Administrative Assistant II - SEL	1
Child Mental Health and Wellness Specialist	1
Coach - Early Learning Business Practices	4



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Coach - Early Learning Business Practices Bilingual	1
Coach - Early Learning Mental Health and Wellness	4
Coach - Early Learning Mental Health and Wellness - Bilingual	1
Coaching Content Coordinator - SPARK	1
Coaching Manager - SEL	2
Content Development Manager	1
Content Quality Manager	1
Deputy Director Coaching	1
Deputy Director Content Development and Strategy	1
Deputy Director Fiscal Support Services	1
Deputy Director Mental Health and Wellness	1
Early Childhood Consultant Mental Health and Wellness	3
Fiscal Support Services Specialist	1
Group Learning Coach	1
Group Learning Coach Bilingual - SPARK	1
Help Desk Coach	3



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Help Desk Coach - Technical Support Coordinator	1
Help Desk Coach Team Lead	1
Help Desk Manager	1
Leadership and Development Specialist - SEL	1
Manager Data Impact and Technology	1
Manager SPARK Learning Lab Training	1
Manager Strategic Partnerships	2
Paths to Quality Manager	1
Paths to QUALITY Project Coordinator	1
Project Coordinator	1
Quality Coach	10
Senior Specialist People Business Services	1
Specialist Education	1
Specialist Infant and Toddler	1
Specialist Operations and Compliance	1
Specialist School Aged	1
Well Being and Engagement Specialist	1



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This letter shall serve as Shine Early Learning Inc.'s notice of mass layoff to the State Worker Dislocation Unit, and is intended to satisfy any notice required by the federal and any applicable state WARN Act.

For further information regarding this action, please contact Kimberly Gelfand, Senior Counsel by phone at (732) 275-7379 or by email at kimberly@acelero.net.

Sincerely,

Kimberly Gelfand, Esq.
Senior Counsel, Shine Early Learning, Inc.