

*The **Positive** Place For Kids*



BOYS & GIRLS CLUBS
OF NORTHWEST INDIANA

Blueprint to Excellence

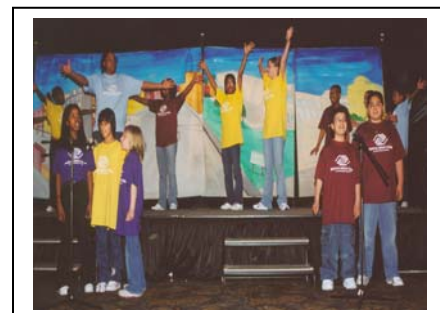
Five-Year Strategic Plan: 2004 – 2009



Organizational Excellence



Foundations for Building Lives



Moving On Up

Report of the Strategic Planning Committee
Boys & Girls Clubs of Northwest Indiana

Updated October 2007

MISSION STATEMENT

Boys & Girls Clubs of Northwest Indiana inspires and empowers all young people, especially those from disadvantaged circumstances, to realize their full potential as productive, responsible and caring individuals.

CORE BELIEFS

For Northwest Indiana, each Boys & Girls Club site provides:

- A safe place to learn and grow
- Positive interpersonal relationships
- Life-enhancing programs and character development experiences provided by adult professionals and volunteers
- Hope and opportunity

VISION FOR 2009

- By 2009, Boys & Girls Clubs of Northwest Indiana will be serving 12,000 registered members residing in our service areas.
- By 2009, Boys & Girls Clubs of Northwest Indiana will provide innovative, award-winning programs that positively impact the lives of Club members.
- By 2009, Boys & Girls Clubs of Northwest Indiana will have achieved 80% capacity of state-of-the-art, youth-friendly facilities.
- By 2009, Boys & Girls Clubs of Northwest Indiana will have stable, high-performing board members, professionals and volunteers directing the organization and providing life-changing opportunities to its members.
- By 2009, Boys & Girls Clubs of Northwest Indiana will be the premiere youth development organization in Indiana, and recognized as a benchmark nationally.
- By 2009, the Boys & Girls Clubs of Northwest Indiana will have a diversified, stable funding base sufficient for sustainability.

Three areas of focus are ensuring that we continue to fulfill our mission as we move into the future:

Organizational Excellence

Boys & Girls Clubs of Northwest Indiana will achieve excellence by building staff and board capacities through strong recruitment, development and retention efforts of quality, diverse individuals. Our organization will develop and manage a variety of sustainable revenue sources to ensure a vibrant, growing future.

Foundations for Building Lives

Boys & Girls Clubs of Northwest Indiana will provide programs and activities that address the changing dynamics of today's youth through fun, inspiring and educational services. These services will be delivered in clean, safe, modern facilities during the greatest hours of need. We will track and assess the impact of our efforts.

"Moving On Up"

Boys & Girls Clubs of Northwest Indiana will plan and sustain membership growth based on youth, family and community needs. An emphasis will be placed on building collaborations with schools, parks, churches and other social service agencies.

A. Organizational Excellence

Boys & Girls Clubs of Northwest Indiana will achieve excellence by building staff and board capacities through strong recruitment, development and retention efforts of quality, diverse individuals. Our organization will develop and manage a variety of sustainable revenue sources to ensure a vibrant, growing future.

Organizational Excellence - 2008 Three Key Tasks:

1. Refine Financial, Human Resources and Donor Management Systems. Resource and Managements
2. Develop Targeted Recruitment Strategies that develop a pool of qualified candidates for each program position; and Upgrade the New Employee On-boarding Process.
3. Continue Development of Corporate Board of Directors and Board of Managers.

Recommendations:

1. *Agency resource strategy diversifies funding sources and expands in-kind support.*

2009 Key Projected Results	2007 Actual	2008 Proposed Metrics
<p>Donor base provides 25-35% of the revenue base.</p>	<ul style="list-style-type: none"> • A major special event generates \$100,000 in revenue. Annual Goal – 100,000; Actual - \$60,100; % of Goal – 60%; Annual Increase – 197% (Partially Achieved) • Fund Development efforts provide 20% of operational revenue. Annual Goal - \$772,000; Actual - \$651,117; % of Goal – 84%; Annual % Increase – 0% (Partially Achieved) • Revenue is equal to or exceeds expenditures. Annual Goal - \$4,161,000; Actual - \$4,064,220; % of Goal – 98% (Achieved) • A Capital Campaign Committee for Merrillville Project is formulated and secures a lead gift. Annual Goal – 100%; Actual – 50%; Task 50% completed (Partially Achieved) • New Donor Software is secured and installed that integrates with Accounting Software. Annual Goal – 100%; Actual – 80%; Task 80% completed (Partially Achieved) 	<p style="text-align: center;">Budget, Finance and Fund Raising Objectives</p> <ul style="list-style-type: none"> • Operational Revenue growth is 10% over previous year. • Operational revenue mix consists of 51% or less from Anderson Foundation, 18% Development, 25% Grants and Foundations, and 6% other. • Revenue is equal to or exceeds expenditures.
<p>Grant funding comprises 15-25% of revenue.</p>	<ul style="list-style-type: none"> • Not a key metric in 2007 – however, grant revenue did 	

	comprise over 18% of revenue in 2007.	
An operating endowment supports .5% of the operating budget.	<ul style="list-style-type: none"> • Endowment Campaign has total assets of \$600,000. Annual Goal - \$600,000; Actual - \$758,263; % of Goal – 126%; Annual % Increase – 55% (Achieved) 	
No single source of support accounts for more than 50% of the organization's total revenue.	<ul style="list-style-type: none"> • Dependency on Anderson Foundation is reduced by 1% over previous year. Annual Goal – (-1%); Actual – 4%; % of Goal (-400%); Annual % Increase – (-300%) (Not Achieved) 	

2. Engaged, knowledgeable and diverse Boards function effectively.

<u>2009 Key Projected Results</u>	<u>2007 Actual</u>	<u>2008 Proposed Metrics</u>
100% of Board Members (both Corporate and Local) will give a personal gift.	<ul style="list-style-type: none"> • 100% of Board of Directors makes a personal contribution. Annual Goal – 100%; Actual – 94% (Achieved) • 75% of Board of Managers makes a personal contribution. Annual Goal – 75%; Actual – 56% (Partially Achieved) • 55% of Board of Director Members attends Board meetings. Annual Goal – 55%; Actual – 74% (Achieved) • 55% of Board of Directors Members attends committee meetings. Annual Goal – 55%; Actual – 52% (Achieved) • 50% of Board of Directors Members attends Annual Board Retreat. Annual Goal – 50%; Actual – 38% (Not Achieved) 	Not Key Area of Focus in 2008. This will be measured for effectiveness internally.

3. An effective system recruits, develops, retains and advances a well-qualified, diverse, professional staff.

<u>2009 Key Projected Results</u>	<u>2007 Actual</u>	<u>2008 Proposed Metrics</u>
Well-qualified pools of at least 5 candidates are recruited for each skilled professional vacancy.	<ul style="list-style-type: none"> • Not a key metric in 2007. 	Corporate Operation Goals <ul style="list-style-type: none"> • Strengthen and secure key leadership through a succession structure.
Open positions are filled within 45 days of vacancy.	<ul style="list-style-type: none"> • 85% of part-time vacancies are filled within 45-days of notice. Annual Goal – 85%; 	

	Actual – 77%; % of Goal – 91%; Annual Increase – 2% (Achieved)	
Retention rates are 70% for part-time staff, and 80% for full time staff.	<ul style="list-style-type: none"> • 75% Retention Rate for full-time employees. Annual Goal – 75%; Actual – 68%; % of Goal – 91%; Annual Increase – (-14%) (Achieved) 	

Foundations for Building Lives

Boys & Girls Clubs of Northwest Indiana will provide programs and activities that address the changing dynamics of today’s youth through fun, inspiring and educational services. These services will be delivered in clean, safe, modern facilities during the greatest hours of need. We will track and assess the impact of our efforts.

Foundations for Building Lives - 2008 Three Key Tasks:

1. Improve Management Systems (i.e. KidTrax, VolunteerTrax, MoneyTrax)s
2. Improve Program Quality and measure through program outcomes.
3. Effectively utilize existing Club facilities to improve services to members (teens) thus increasing membership and attendance.

Recommendations:

1. **Clubs provide fun, exciting, and engaging programs that adapt to the changing needs of their community.**

2009 Key Projected Results	2007 Actual	2008 Proposed Metrics
10% of the agency’s overall membership is teens.	<ul style="list-style-type: none"> • 10% increase in teen membership over previous year. Annual Goal – 4,258; Actual – 2,708; % of Goal – 64%; Annual % Increase – (-30%) (Not Achieved) 	<p style="text-align: center;">Corporate Operation Goals</p> <ul style="list-style-type: none"> • Agency’s average daily attendance increases by 20% over previous year. • Eligible members’ renewal rates increase by 10% over previous year. • 10% of membership completes a minimum of one Education & Career Development Program.
The agency has a registered membership of 12,000.	<ul style="list-style-type: none"> • Total membership service is increased by 6 % over previous year. Annual Goal – 8,562; Actual – 8,477; % of Goal – 99%; Annual % Increase – 5% (Achieved) • Eligible members’ renewal rates increase by 10% over previous year total. Annual Goal – 1,844; Actual – 1,771; % of Goal – 96%; Annual % Increase – 6% (Achieved) 	
Average Daily Attendance is 20% of its membership.	<ul style="list-style-type: none"> • Agency’s average daily attendance increases by 20% of previous year total. Annual Goal – 923; Actual – 817; % of Goal – 89%; Annual % Increase – 6% (Partially Achieved) 	

2. Provide safe, clean modern and technology-advanced facilities.

<u>2009 Key Projected Results</u>	<u>2007 Actual</u>	<u>2008 Proposed Metrics</u>
Average Daily Attendance is 80% of facility capacity.	<ul style="list-style-type: none"> • 100% of funded capital outlay projects are completed within grantor timelines. Annual Goal – 19 Projects; Actual – 10 Projects; % of Goal – 53% (Partially Achieved) • Strategy regarding the John Will Anderson Club is completed and ready to implement no later than 2008. Annual Goal – 100%; Actual – 100%; % of Goal – 100%; Task 100% completed (Achieved) 	<p>Corporate Operation Goals</p> <ul style="list-style-type: none"> • An agreement is executed with the Town of Merrillville for the construction of a new site. • A site is secured for the relocation of the John Will Anderson Club.

3. Establish a system to assess Club performance.

<u>2009 Key Projected Results</u>	<u>2007 Actual</u>	<u>2008 Proposed Metrics</u>
Club services impact 33% of its service population.	<ul style="list-style-type: none"> • Members Retention Study is completed including comparison with local school districts' transient rates. Annual Goal – 100%; Actual – 100%; Task Completed (Achieved) • Boys & Girls Clubs of America's Outcome Measurements are implemented. Annual Goal – 100%; Actual 100%; Task Completed (Achieved) 	<p>Corporate Operation Goals</p> <ul style="list-style-type: none"> • Agency's average daily attendance increases by 20% over previous year. • Eligible members' renewal rates increase by 10% over previous year. • 10% of membership completes a minimum of one Education & Career Development Program.
An 80% completion rate is achieved for youth enrolled in mandatory programs.	<ul style="list-style-type: none"> • 10% increase in youth participating in structured programming over previous year. Annual Goal – 5,731; Actual – 8,900; % of Goal – 155%; Annual % Increase – 40% (Achieved) 	
Weekly attendance percentage of youth attending Clubs three (3) or more days is at least 33%.	<ul style="list-style-type: none"> • Not a key metric in 2007. 	

C. Moving On Up

Boys & Girls Clubs of Northwest Indiana will plan and sustain membership growth based on youth, family and community needs. An emphasis will be placed on building collaborations with schools, parks, churches and other social service agencies.

Moving On Up - 2008 Three Key Tasks:

1. Implement a Parent Involvement Plan to Increase Parent Participation

2. Increase Second and Third Party Transportation Participation
3. Improve the Effectiveness of Current Collaborations

Recommendations:

1. **Organization's image is recognized through continued awareness promotion.**

2009 Key Projected Results	2007 Actual	2008 Proposed Metrics
Community Leader Forums are integrated into the fabric of the organization and held quarterly each year.	<ul style="list-style-type: none"> • Crisis Management Plan is updated and key personnel and Board members trained. Annual Goal – 100%; Actual Goal – 90%; % of Goal – 90%; Task 90% completed (Achieved) 	Not Key Area of Focus in 2008. This will be measured for effectiveness internally.

2. **Opportunities for parents, responsible adults and community organizations to participate and volunteer have been enhanced by continuing to target community organizations to develop and maintain collaborations that provide specific services.**

2009 Key Projected Results	2007 Actual	2008 Proposed Metrics
10% of parents regularly attend Parent/Responsible Adult Support Group Meetings.	<ul style="list-style-type: none"> • 5% of households participate in Parent/Responsible Adult Support Group. Annual Goal – 141; Actual – 158; % of Goal – 112%; Annual Increase – 6% (Achieved) 	Corporate Operation Goals <ul style="list-style-type: none"> • Hours volunteered will increase by 20% above previous year with 10% of members' households participating.
20% of parents and/or responsible adults volunteer a minimum of five (5) hours per month.	<ul style="list-style-type: none"> • Hours volunteered will increase by 20% above previous year. Annual Goal – 4,974 Hours; Actual – 7,514 Hours; % of Goal – 151%; Annual Increase – 6% (Achieved) 	
Each service area has written Memorandums of Understanding with a minimum of five (5) other youth serving organizations.	<ul style="list-style-type: none"> • Not a key metric in 2007. 	

3. **Available transportation resources are maximized.**

2009 Key Projected Results	2007 Actual	2008 Proposed Metrics
Club busses maintain a 75% capacity ridership.	<ul style="list-style-type: none"> • Youth transported via school or organization vans/busses increases 20% above previous year. Annual Goal – 12,924; Actual – 15,049; % of Goal – 116%; Annual % Increase – 40% (Achieved) 	Not Key Area of Focus in 2008. This will be measured for effectiveness internally.
Memorandum of Understanding regarding bus transportation is established with at least one school district in each of the Club service areas.	<ul style="list-style-type: none"> • Not a key metric in 2007. 	