



BOYS & GIRLS CLUBS
BLOOMINGTON

BUSINESS PLAN

BIG FUTURES CAMPAIGN



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Executive Summary

The **mission of the Boys & Girls Clubs of Bloomington** is “to empower all young people, especially those who need us most, to reach their full potential as caring, productive, and responsible citizens.”

The **vision of the Boys & Girls Clubs of Bloomington**... “a place where hope begins and transformation never ends.”

For nearly 60 years, the Boys & Girls Clubs of Bloomington (BGCB) has been standing in the gap, providing nurturing and enriching experiences for this community’s youth who need us most - youth who will face frequent challenges if not for the Clubs guiding hand. Sadly, the gap is widening rapidly. In 12 short years, the percentage of Monroe County youth living in poverty has nearly doubled.¹ This trend is not sustainable. The cycle must be broken and youth must be empowered to make a positive trend a reality.

The Big Futures Campaign’s **project mission statement** is:

Boys & Girls Clubs of Bloomington is undertaking a capital project that will renovate the Lincoln Street facility as well as acquire, renovate and expand the former IU Eye Clinic building to serve as the new clubhouse for the Crestmont neighborhood. This \$6 million capital project allows the Club to increase membership and average daily attendance, and save a historic building that currently acts as a drag on the organization’s annual operating budget. It also allows the Club to serve more kids in one of Bloomington’s historically at-risk neighborhoods (aka Crestmont, Pidgeon Hill, or simply The Hill).

The Club is working with American City Bureau Inc. (ACB), the nation’s oldest fundraising firm, specializing in capital campaign direction and major gift development out of Illinois. The following is a synopsis of the two parts of the capital project:

1. The current Crestmont Club, established in 1990, is located in a duplex apartment within the Bloomington Housing Authority and serves no more than 40 youth per day due to limited square footage and facility layout.

According to the US Census Bureau, approximately 703 children under 18 years old live in the Crestmont neighborhood census tract. Of the youth living in the Bloomington Housing Authority, it is estimated that 60% will not graduate from high school under current conditions.² Another 409 children under 18 years old live in the adjacent

¹ Monroe County SCAN 2012

² HT Article

neighborhood census tract that includes an apartment complex comprised of primarily section 8 housing and a mobile home park.

To address these unmet needs, BGCB purchased a building at 803 N. Monroe Street, formerly occupied by Indiana University's School of Optometry. This 9,000-square-foot facility will house: a) part of the future Crestmont clubhouse, b) a partner non-profit organization, Catholic Charities, as a tenant, and c) BGCB's administrative offices (which will move from the Lincoln Street Club site to accommodate more kids after school). Plans will include Club expansion to the west of the current Monroe Street building, adding a full-sized gymnasium and over 6,000 square feet of Club programming space, allowing for a library, art room, computer lab, teen space, instructional kitchen, and other vital program spaces.

Expanding the new Crestmont facility will allow many additional neighborhood children to become members, and the Club's average daily attendance capacity will dramatically increase from 40 to as many as 160 youth per day.

This part of the capital project is symbolic of "*driving a stake in the ground where it is needed most,*" in the Bloomington community.

Total cost of this part of the project is \$2.96 Million.

2. The Lincoln Street clubhouse is located in the 87-year-old former National Guard Armory and became the organization's flagship facility in 1963. Located near Third and Lincoln Streets, the clubhouse is located in a historic Bloomington neighborhood. It was centrally located for decades, which made a hit with boys throughout all reaches of the city.

Serving as Bloomington's premier youth sports provider throughout the 1970's and 1980's, the Lincoln Street facility was last renovated in the late 1980's. The project added two locker rooms, three activity rooms, and significant improvements to the gym.

As youth sports evolved and other community entities joined the fray, the Club evolved and started focusing on after-school programming, camps, academic/homework assistance, and outreach programs. Needless to say, the Lincoln Street Club finds itself trying to meet modern needs in an outdated structure. Over time, the clubhouse has continued to age, and the board must address issues involving antiquated mechanical systems and significant structural challenges.

Furthermore, the number of youth served at the Lincoln Street clubhouse has reached an all-time high. The Club exceeds Boys & Girls Club of America's (BGCA) suggested capacity standards by as much as 20% on any given day.

It is time to address deferred maintenance and structural issues as well as align the facility's floor plan with current and future program needs.

Building renovation and an addition of approximately 6,000 square feet will allow the Club to:

- increase daily capacity by as much as 50%
- maintain its vital proximity to Indiana University and the university's resource of faculty and students
- utilize the Third Street Park complex
- enjoy the protection of the Bloomington Police Department
- maintain its familiar and historic location as the "home" of the Boys & Girls Clubs of Bloomington

Total cost of project: \$ 2.84 Million

Jim Collins, an alumnus of the Boys & Girls Clubs of San Francisco, is most notably the bestselling author of organizational development books such as "Good to Great" and "Built to Last." In his book "Good to Great and the Social Sectors," he writes on organizational sustainability, saying, ***"To make the greatest impact on society requires first and foremost a great organization, not just a great program."***³

While much has been written about sustainability, experts generally agree that there are five elements involved in creating a sustainable organization. Those five elements are:

1. Clear & compelling vision
2. Passionate & engaged Board of Directors
3. Strategic approach to fund development
4. Effective communications and marketing
5. Motivated, professional staff

This business plan addresses these five elements of organizational sustainability. It was written to help address questions raised by donors and organizational stakeholders during the Capital Campaign Feasibility Study conducted by American City Bureau (ACB) in 2014. It was also written to act as a strategic guide for the Club as it grows over the next five to ten years through the work of the Big Futures Capital Campaign.

³ Collins, J. Good to Great.

History and Current Structure

History

- 1956 Boys Club of Bloomington Incorporated
- 1962 Club moves to Lincoln Street site previously used as an armory
- 1963 Club purchases armory
- 1970 Club establishes Camp Rock at Lake Lemon
- 1970's Club serves youth through after-school, summer, and athletic programs
- 1980's Club serves as the community's youth sports provider through basketball, football and soccer programs.
- 1988 Significant facility renovations at Lincoln Street
- 1990 Club opens a satellite location in the Crestmont Neighborhood, occupying apartment in Bloomington Housing Authority
- 1992 Club begins serving girls
- 1994 Organization changes name to Boys & Girls Clubs of Bloomington
- 2009 Club opens Ellettsville Club in Eagle's Landing facility (formally Ellettsville Elementary)
- 2011 Club joins Bloomington Housing Authority in effort to renovate Crestmont Club
- 2011 Club constructs Art and Outdoor Education facility at Camp Rock
- 2014 Club constructs Art and Wilma Hill Boathouse at Camp Rock
- 2014 Club purchases the eye clinic in Crestmont in preparation for a new Club there

Who Are We?

Community Needs, Programs, Facilities & Outcomes

The Boys & Girls Clubs of Bloomington is an every day, after-school facility-based program for youth, which focuses on improving academic success, developing good character and citizenship, and establishing healthy lifestyles. It is open and accessible to ALL kids and directly serves those kids who otherwise would not have a chance to experience such enriching programs due to prohibitive costs or family culture.

\$20 Annual Membership Includes –

- Transportation from local schools to the Club sites
- Healthy snack
- Access to trained adult mentors in a safe environment
- Access to over 60 special programs and mentors

The **three core social service delivery functions** the organization provides are:

1. After school, summer, and school break-time youth development programming

In 2014, the Club offered over **60 unique specialty clubs** and classes to members to help them achieve academic success, leadership development and healthy lifestyles. These programs focused on athletics, arts, technology, science, leadership and more. Activities including Cooking Club, Drama Club, Club Choir, First Lego League, Chemistry Club, Chess Club, Passport to Manhood, and Fencing Club were offered.

2. Camps

Camp Rock is where the Club implements its outdoor education and recreational programming. These activities occur both during the school year and throughout the summer.

3. Outreach Programs

Outreach programs are a specialty offering to the kids throughout the community, which enables the Club to reach more kids beyond just its membership base. Two examples of this programming are Lemonade Day and the Butterfly Kisses Dance.

The Club did not decide at random to operate programming within these three areas. The staff and Board made these decisions within the context of the following “community trends”:

- As many as 38% of households with annual incomes below \$35,000 view finding affordable after school programs to be a major challenge.⁴
- 60% of students living in the Crestmont neighborhood will not graduate from high school.⁵
- 70% of students living in Crestmont are reading below grade level.⁶
- 22% of Monroe County youth 18 years and younger live in poverty, up from 12% in 2000.
- Indiana now has the ninth highest adult obesity rate in the nation. Indiana's adult obesity rate is 31.8%, up from 25.2% in 2004 and from 13.3% in 1990.⁷
- 75% of the country's 17- to 24-year-olds are ineligible for military service, largely because they are poorly educated, overweight and unhealthy, have criminal records or drug addiction issues.⁸
- According to the American Academy of Pediatrics, youth living in poverty are 100% more likely to experience grade retention, 98% more likely to be expelled from school, and 84% more likely to drop out of school completely.⁹

The Club's programming is implemented out of the Lincoln Street clubhouse, Crestmont clubhouse, Ellettsville clubhouse and Camp Rock. The following are a few interesting facts about these facilities:

Crestmont Club

- 243 children live in the Bloomington Housing Authority, home of the current Crestmont Club.
- Current Club capacity is 40 children in a renovated duplex apartment with no room to expand.
- 160 youth will have the opportunity to be served daily in the new Club at 803 N. Monroe

Lincoln Street Club (downtown)

- Average daily attendance exceeds BGCA capacity standards by as much as 20%
- Club site was originally an Armory built in 1928 and much of the original infrastructure is still being used.
- Last significant improvements to facility occurred in the late 1980's

⁴ Monroe County Scan 2012

⁵ HT Article

⁶ HT Article

⁷ The State of Obesity: Better Policies for a Healthier America.

⁸ 2009 report from Mission Readiness.

⁹ American Academy of Pediatrics

Other Key Facts

- The organization operates three Club sites and Camp Rock on beautiful Lake Lemon.
- BGCB has 13 full-time staff and approximately 50 part-time staff, work-study staff, and AmeriCorps volunteers.
- Over 1,200 regular volunteers play a vital role in mentoring and program delivery, serving over 14,000 hours in 2013.
- BGCB works in collaboration with many other community agencies to further its mission: Girls Inc. (transportation), Big Brothers Big Sisters (mentoring), Indiana University (service learning classes, faculty guidance, interns, and volunteers), Riddle Point Rowing Association (Camp Rock), and Boy Scouts and Girl Scouts of America (programming collaborations).

The Club does not run programs for the sake of running programs. Intent on addressing community needs and issues experienced by local kids, the Club measures its results to ensure investments made by area donors are maximized. The following are a few of the outputs/outcomes and successes measured by the Club:

- Club kids participating in our 2014 Indiana Kids Tutoring Program saw their math and reading scores increase by 87% and 57% respectively in 2013.
- According to the 2014 Boys & Girls Clubs of Bloomington youth survey:
 - 88% of BGCB Club members self-reported earning mostly A's and B's
 - 92% of BGCB Club members think they will go to college and successfully graduate
 - 71% of BGCB Club members exercise for at least an hour, four or more days per week
- When asked the following questions, the % shown shows parents who either 'strongly agree' or 'agree' with the statements listed:
 - 93% - My child is better prepared for class from the help he/she gets at the Club.
 - 100% - My child is safe while he/she is at the Club.
 - 97% - My child looks forward to coming to the Club.
 - 91% - My child gets to do things in programs at the Club that are not available for him/her elsewhere.
- Local outcomes align with what Boys & Girls Clubs of America (BGCA) has found in its national alumni surveys. The following are just a few of the key findings from the last survey:
 - 61% of alumni became more committed to their education because of Boys & Girls Clubs.
 - 28% of alumni would have dropped out of high school if not for Boys & Girls Clubs.

- Only 8% of Club alumni did not finish high school. Currently, about 20% of students nationwide do not graduate from high school on time.
- The Club **supports single parents** who need an affordable, structured, safe and measurable program that allows them to maintain employment, work longer hours or further their education. An average Club family's savings and additional income generated due to low membership fees and program hours until 7:00pm amounts to **\$4,300** per household.¹⁰
- 67% of Lemonade Day 2014 participants opened a savings account
- The Club provides the equivalent of **144 school days** of programming throughout the calendar year at our three Club sites - Clubs are open when schools are closed.
- Over 520 fathers/father figures and their daughters attended the 2015 Butterfly Kisses Dance at no charge
- Over 1,200 regular volunteers play a vital role in mentoring and program delivery, serving over 14,000 hours in 2013
- 81 interns, serving between 10 and 40 hours per week, provided nearly 19,000 hours of invaluable service in 2014

Of course, the Club's impact on the community cannot simply be ascertained by measuring program outputs/outcomes and surveying Club members and parents. For this reason, a survey-based study was conducted by the Kelley School of Business at Indiana University, which analyzed the economic impact of the Boys & Girls Clubs of Bloomington on members' families and the community. The following is a brief summary of what they found.



The Findings:

- The average family's savings and additional income generated due to the low membership fee amounted to \$4,300 per household annually.
- 15% of parents/guardians identified the Club as being a primary reason for making it possible to pursue further education and career opportunities because of low membership fees and program hours from 3:30 to 7:00pm.
- The Clubs generate over \$1,000,000 annually in additional income and savings for the Bloomington Community.
- Every \$1 donated generates \$5 of benefits for members and the community at large

¹⁰ Kelley School of Business study

Total Community Summary Impact

- Parents able to work more hours - total income generated - \$587,407.00
- Not having to pay for Daycare/Sitter Savings - \$478,305.00
- Generated Government Tax Revenues - \$4,687.00 - \$30,416
- Generated Income for Local Businesses - \$66,963.00 - \$149,200

Statistics and data are great ways to measure effectiveness, but parent testimonials are powerful affirmations of what the Club works to accomplish every day. The following are just a few endorsements from Club parents:

How has your family been changed by the Club?

“My kids love the Club; it's almost an extension of our family. They have so many friendships there, and staff are awesome. As a working parent, it is incredibly reassuring to know that your children are safe, happy and engaged after school. I know my kids would love to be at the Club every day even if they didn't have to be, and sometimes they get annoyed with me when I pick them up early.”

“The Boys & Girls Club has been such a blessing to my family. The kids love coming and both have been involved in clubs and leadership opportunities. I've seen their self-esteem built through the activities at the Club. The staff is amazing. I hear wonderful things from both of my kids about the staff. Thank you for all you do!”

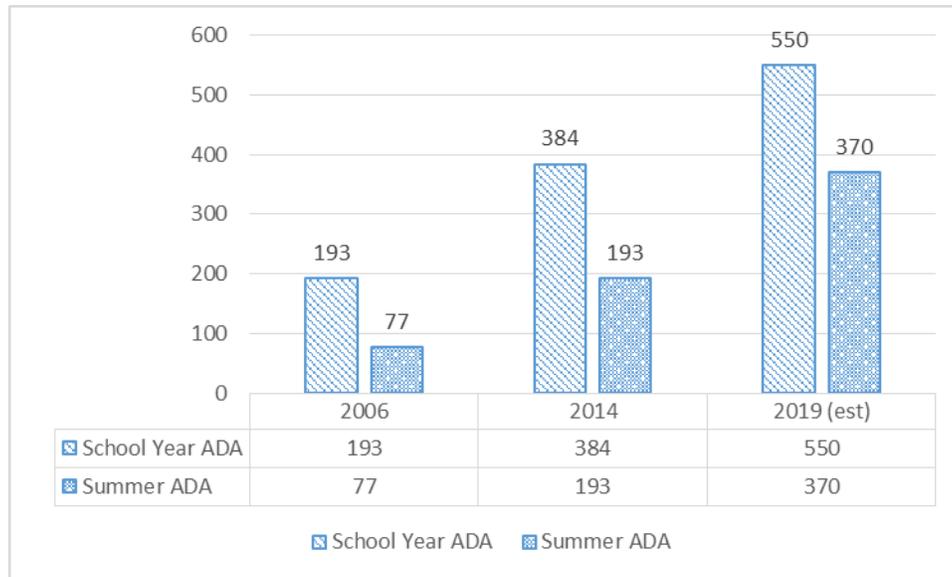
“The homework help is the best! We are able to do more as a family because homework gets done at the club so it frees up time in the evenings after work to do fun things.”

My child is a member of the Boys & Girls Club because....

“She wouldn't have it any other way! Yes, we require her to go to the Club but honestly, she gets upset if we pick her up early. She loves getting involved in clubs and the art room is her most favorite place in the world.”

BGCB Membership at a Glance

Figure 1 – Average Daily Attendance (ADA)



Average Daily Attendance (ADA) is the “average number of registered members per day participating in on-site or off-site Club programs and activities.”

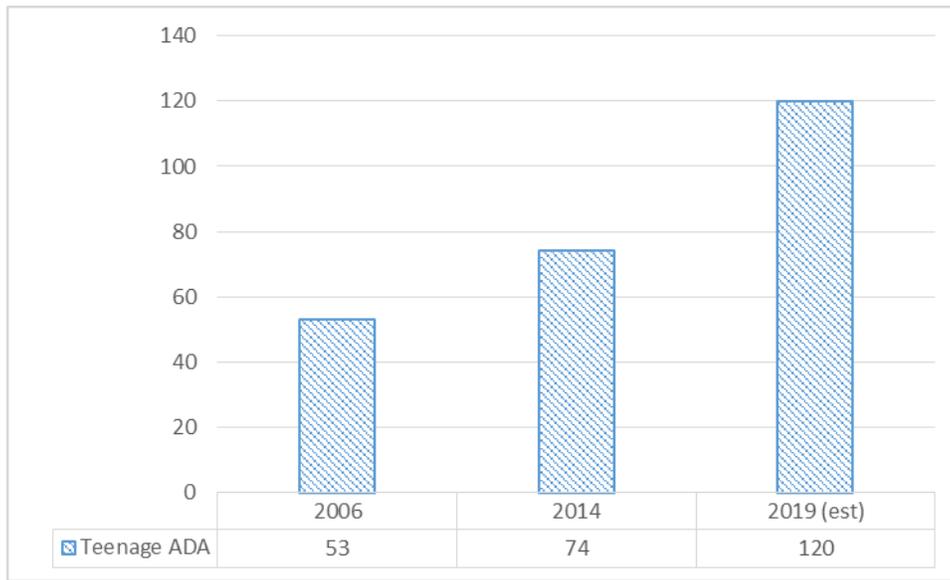
This number’s importance is best described by a 30-month study conducted by Public/Private Ventures for Boys & Girls Clubs of America¹¹, which concluded:

“Over time, young people with higher levels of participation in Boys & Girls Clubs demonstrated greater positive outcomes. These results underscore how important it is that Clubs place greater emphasis on retaining members for sustained periods of time. In the evaluation, youth who attended Club programs at least 52 days per year demonstrated significant positive impact. Even greater impact was evident among youth who participated 104 or more days per year. It is important to note that achieving positive outcomes takes time; results such as the ones demonstrated by youth in the PPV study often do not become apparent until after 12 months or longer. When young people attend the Club only sporadically or for a short time, our ability to positively affect their development is limited, at best.”

The report’s conclusion was simply: “. . . to have a deeper impact on youth, Clubs must increase members’ frequency of attendance, which in turn boosts Clubs’ average daily attendance (the average number of registered members per day participating in on-site or off-site Club programs and activities).”

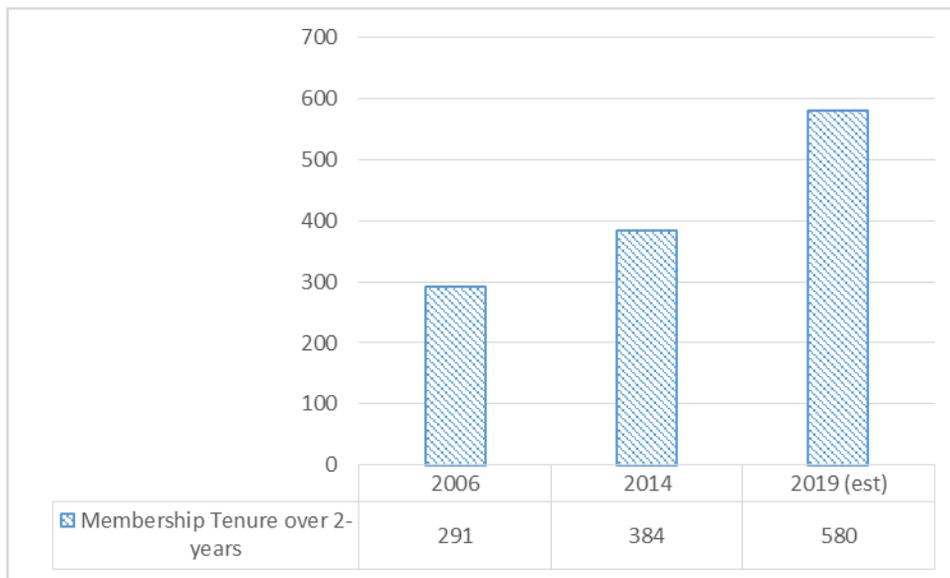
¹¹ BGCA Study

Figure 2 – Average Daily Attendance (ADA) for Teen Members



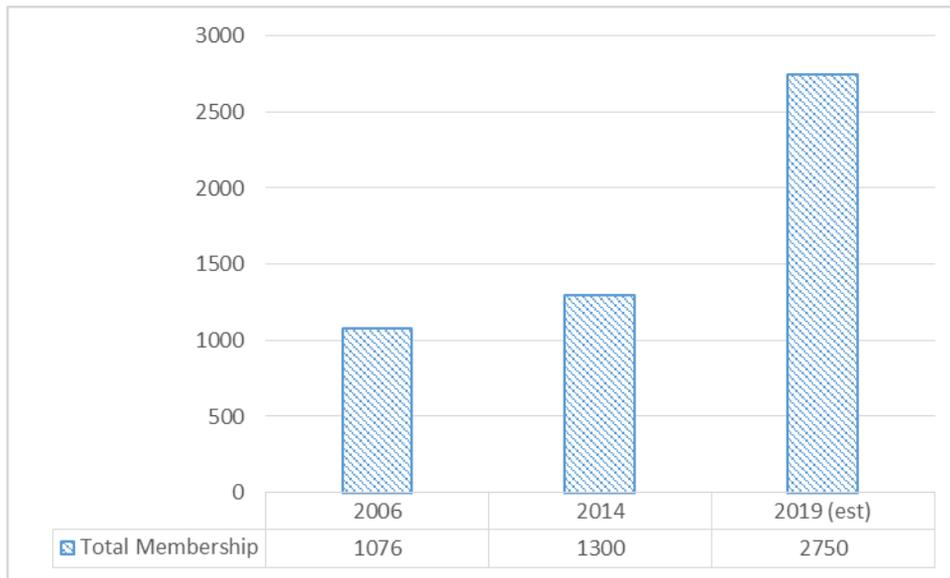
Measuring ADA of teenagers is as important as tracking it for the Club’s overall membership. Many of the Club’s impact measures (*e.g. successful graduation from high school, non-involvement in the juvenile justice system, employability, etc.*) can only be measured on teens, rather than younger members. It is difficult to determine whether the Club has been effective in helping youth become caring, productive adults if we do not remain in contact with them through their teenage years.

Figure 3 – Club Tenure



As is the case with the data in Figure 1 and Figure 2, tracking Membership Retention is important because it speaks to the Club’s ability to impact a child’s life. Moreover, it is an essential part of effectively projecting overall membership into the future.

Figure 4 – Overall Membership



While tracking ADA and retention are important aspects of ascertaining the Club’s overall impact, overall membership is equally important because it allows the Club to appropriately plan for the future. Increasing membership impacts: a) facility capacity, b) staffing levels, and c) program budget considerations.

Figure 5 – Free & Reduced School Lunch



BGCB’s mission calls for it to “empower all young people,” but the Club’s mission statement prioritizes this broad call by asking the Club to reach out first to “those who need us most”. The federal government’s Free & Reduced School Lunch metric is one that the Club uses to gauge its success in being mission-focused.

Competition

When looking at the gaps that exist in our community for youth as well as looking at BGCB's sustainability, it is important to have a good understanding of the alternatives to Club programming. The following is a list of those competing organizations and companies:

- **Girl Scouts** – Girl Scouting builds girls of courage, confidence, and character who make the world a better place. Girl Scouts of Central Indiana makes it easy, meaningful, and fun for girls and volunteers to grow as leaders.
- **Boy Scouts** – It is the mission of the Boy Scouts of America to prepare young people to make ethical and moral choices over their lifetimes by instilling in them the values of the Scout Oath and Law.
- **WonderLab** – WonderLab offers an informal educational setting for engaging your mind and your senses in lifelong learning. Further enrichment is provided by a variety of innovative programs, activities, workshops, and festival events for children, families, adults, school groups, and educators.
- **Bloomington Parks & Recreation (including Banneker Community Center)** – This city department strives to provide the highest quality parks, recreation services, and greenspace to enhance the quality of life for our community. The Banneker Community Center provides youth and their families with a gymnasium, recreation room, full kitchen, library, and Family Resource Center (third floor).
- **Girls Inc.** – Girls Inc. strives to meet the needs of the girls through exciting, research-driven programming, sound mentoring, and a supportive, all-girl environment. They help girls and young women overcome the effects of gender inequities and exist to empower girls to become responsible, self-reliant, successful women.
- **MCCSC school aged care** – The mission of the Monroe County Community School Corporation School Age Care Program is to improve and enrich student achievement-academically, behaviorally, and socially-by providing a safe, hands-on learning environment, and building connections between school, family and community.
- **YMCA** – Strengthening community is the YMCA's "cause". Through group exercise classes, youth programs, swim lessons, adult health programs, and more, they aim to build a healthier community. This organization works at giving everyone the opportunity to learn, grow, and thrive.
- **Sylvan Learning Centers** – The tutors at Sylvan Learning Centers are dedicated to delivering personalized learning to enable children to reach their potential in the classroom and beyond. They encourage lasting academic progress by providing a welcoming, engaging and supportive learning environment.
- **Rhino's Youth Center** – Rhino's, a division of the Harmony Education Center, is a place for teenagers in Bloomington, Indiana. During the week, Rhino's offers a unique and engaging after-school program that invites youth ages 13-18 to come find their voice through creative media. During the weekend, Rhino's hosts all-ages events: music shows, movies, plays, art exhibits and more.

- **Big Brothers Big Sisters** –Big Brothers Big Sisters makes meaningful, monitored matches between adult volunteers (“Bigs”) and children (“Littles”), ages 6 through 18, in communities across the country. They develop positive relationships that have a direct and lasting effect on the lives of young people.
- **Library** – The Ground Floor is a new space for teens at the Library. At The Ground Floor, children ages 12 - 19 can hang out with friends; work with digital creativity equipment; and make videos, art, games, apps, music, etc.
- **Salvation Army** – The Salvation Army, an international movement, is an evangelical part of the universal Christian church. Its message is based on the Bible. Its ministry is motivated by the love of God. Its mission is to preach the gospel of Jesus Christ and to meet human needs in His name without discrimination. This organization offers some opportunities to area youth including a summer camp program.
- **Youth Services Bureau of Monroe County** – The mission of the Youth Services Bureau is to provide services, programs, referrals, and advocacy for youth and community education on issues concerning youth.
- **Monroe County 4-H** – 4-H is a community of young people who are learning leadership, citizenship, and life skills. It serves as a youth development organization that teaches youth through experiential learning. Any child from 3rd grade may participate in 4-H.

With all of these entities serving youth outside of school, there are still big service gaps that exist in the Bloomington community especially for *“those kids who need us most.”* This fact alone is a main reason for proceeding with the expansion of BGCB’s Lincoln Street and Crestmont Club Houses.

Additionally, there are many other things that set BGCB apart from this list of competitors. The following are some of the biggest factors:

- The Club is facility-based, providing stand-alone Club Houses that act as safe places
- The Club is open every day after school, over school breaks and in the summer
- The Club provides programming for only \$20 annually per member
- The mission is exclusively focused on children with priority on *“those who need us most”*
- Club staff are trained, paid youth development professionals
- The Club is open to both Boys & Girls from kindergarten through high school
- Club programming is broad-based, falling under the following five core program areas: Education & Career Development; Health & Life Skills; Character & Leadership Development; The Arts; and Sports, Fitness & Recreation

The reality is that the Club already collaborates with a number of its competitors.

- The Club works with Girls Inc. on transportation issues
- The Club partners with Boys Scouts and Girl Scouts by hosting troops in its facilities
- The Club teams up with Big Brothers Big Sisters to run its Club Bigs Program

In reality, there is no other entity our community that is as well-positioned or structured as BGCB to undertake the transformational project of closing youth development gaps.

Pro-Forma Budget

	2006	2010	2014	2015	2016	2017	2018	2019	2020
INCOME									
Auxiliary Funding	\$ 36,476.00	\$ 41,250.00	\$ 35,781.00	\$ 42,000.00	\$ 42,000	\$ 45,000	\$ 50,000	\$ 50,000	\$ 50,000
Special Events	\$ 1,775.00	\$ 76,553.00	\$ 174,314.00	\$ 197,500.00	\$ 200,000	\$ 225,000	\$ 225,000	\$ 250,000	\$ 300,000
Contributions	\$254,515.00	\$301,066.00	\$ 1,252,015.46	\$ 384,500.00	\$ 400,000	\$ 500,000	\$ 500,000	\$ 550,000	\$ 600,000
Fees	\$ 38,106.00	\$149,078.00	\$ 208,214.00	\$ 209,200.00	\$ 215,000	\$ 225,000	\$ 230,000	\$ 235,000	\$ 235,000
Grants/Foundations	\$ 51,550.00	\$242,883.00	\$ 181,698.66	\$ 215,000.00	\$ 215,000	\$ 225,000	\$ 235,000	\$ 245,000	\$ 245,000
Major.Gifts Initiative	\$ -	\$ -	\$ -	\$ 40,000.00	\$ 70,000	\$ 80,000	\$ 100,000	\$ 125,000	\$ 130,000
Other Income	\$ 3,015.00	\$ 60,795.00	\$ 52,795.47	\$ 44,867.00	\$ 84,800	\$ 85,000	\$ 90,000	\$ 95,000	\$ 100,000
Total Income	\$347,186.00	\$871,625.00	\$ 1,904,818.59	\$ 1,133,067.00	\$ 1,226,800	\$ 1,385,000	\$ 1,430,000	\$ 1,550,000	\$ 1,660,000
EXPENSES									
Fundraising Special Events	\$ -	\$ 30,647.00	\$ 35,456.21	\$ 25,500.00	\$ 26,000	\$ 28,000	\$ 28,000	\$ 29,000	\$ 32,000
Equipment	\$ 1,793.00	\$ 10,194.00	\$ 648.15	\$ 1,200.00	\$ 6,200	\$ 4,000	\$ 4,000	\$ 4,000	\$ 5,000
Program Fees	\$ 5,912.00	\$ 20,908.00	\$ 22,279.81	\$ 20,950.00	\$ 23,000	\$ 27,000	\$ 30,000	\$ 32,000	\$ 35,000
Financial Expenses	\$ 4,592.00	\$ 4,271.00	\$ 8,042.30	\$ 5,600.00	\$ 5,600	\$ 5,600	\$ 5,800	\$ 5,800	\$ 6,000
Liability and Property Insurance	\$ 15,084.00	\$ 19,138.00	\$ 27,414.00	\$ 25,374.00	\$ 26,000	\$ 32,000	\$ 32,000	\$ 38,000	\$ 38,000
Transportation System	\$ 15,087.00	\$ 21,489.00	\$ 33,316.93	\$ 23,500.00	\$ 23,500	\$ 26,000	\$ 37,000	\$ 37,000	\$ 40,000
Utilities	\$ 12,000.00	\$ 16,577.00	\$ 16,071.49	\$ 17,000.00	\$ 29,000	\$ 33,000	\$ 34,000	\$ 35,000	\$ 37,000
Rent	\$ 4,020.00	\$ 25,433.00	\$ 25,890.00	\$ 25,680.00	\$ 25,680	\$ 20,680	\$ 21,000	\$ 21,000	\$ 23,000
Professional Fees	\$ 6,773.00	\$ 17,177.00	\$ 114,663.76	\$ 11,100.00	\$ 11,000	\$ 12,000	\$ 12,000	\$ 13,000	\$ 13,000
General Expenses	\$ 24,496.00	\$ 42,086.00	\$ 59,071.21	\$ 53,751.00	\$ 54,000	\$ 70,000	\$ 75,000	\$ 85,000	\$ 95,000
Maintenance, Facility	\$ 4,655.00	\$ 16,460.00	\$ 97,018.83	\$ 11,190.00	\$ 12,000	\$ 18,000	\$ 15,000	\$ 15,000	\$ 17,500
Capital Improvements	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ 25,000	\$ 25,000	\$ 25,000
Dues	\$ 3,671.00	\$ 6,633.00	\$ 11,487.00	\$ 10,865.00	\$ 11,000	\$ 13,000	\$ 13,500	\$ 14,000	\$ 14,000
Communications	\$ 6,271.00	\$ 14,361.00	\$ 19,473.68	\$ 15,700.00	\$ 16,000	\$ 16,000	\$ 17,500	\$ 17,500	\$ 18,000
Payroll Taxes	\$ 17,805.00	\$ 28,288.00	\$ 49,244.40	\$ 56,338.59	\$ 66,861	\$ 68,850	\$ 70,763	\$ 71,528	\$ 72,675
Staffing Expense	\$228,637.00	\$455,816.00	\$ 705,864.67	\$ 789,468.75	\$ 874,000	\$ 989,000	\$ 1,026,500	\$ 1,036,500	\$ 1,067,000
Total Expenses	\$350,796.00	\$729,478.00	\$ 1,225,942.44	\$ 1,093,217.34	\$ 1,229,841	\$ 1,383,130	\$ 1,447,063	\$ 1,479,328	\$ 1,538,175

*Income "Contributions" in 2014 include \$886,000 in Capital Campaign specific income

*Expense "Professional Fees" in 2014 include \$91,000 in Capital Campaign specific expenditures

Projected Budget Assumptions

Income

Special Events- The Club will continue to focus on a few main special events with high return on investment. The Club sees the primary value in special events as engaging new stakeholders, becoming more involved in the community, and sharing the mission of our organization. Over time, the Club has learned to focus on a few key successful events that produce a higher fundraising return vs. high levels of staff and volunteer time. The budget reflects minimal growth in this area due to this change in fundraising philosophy.

The Club anticipates three fundraising event categories to continue through at least 2020:

- 1) Main Annual Fundraiser (currently The Romp) which will bring in between \$60,000 - \$95,000 (gross)
- 2) Main Program Based Fundraiser (currently Man Up to Make a Difference) which will bring in between \$50,000 - \$75,000 (gross)
- 3) Other Year-to-Year Fundraisers (currently Dancing with the Celebrities, Funk Fest, Erg-a-thon, Pancake Breakfast, etc.) which will bring in between \$90,000 - \$130,000 (gross). Estimates are based on current numbers and projections for future years.

Increases are expected as events continue to grow in popularity, increasing attendance and the ability to raise ticket prices. Increases are also expected as efficiency improves, decreasing expenses. However, those increases are estimated to be relatively minimal. The main increase in fundraising income projected is in the increased number and dollar amount of sponsorships. Sponsor giving levels will be improved and restructured to bring more value to businesses supporting events. Current sponsorship of events is very low for an organization our size compared to other similar local organizations. Research has been, and continues to be, done by Resource Development Staff and Board Committee members to determine a strategic plan to grow event sponsorships in the next five years.

Contributions- The Club will emphasize a continued focus on individual donors and planned giving. Currently the Club operates two Annual Campaigns that solicit individual contributions – the Our Kids Campaign which supports the organization overall and the Big Hearts Campaign which supports the Ellettsville Club. As a part of those campaigns, there are Family Phase asks of Board and Staff, Investor Phase asks which are face-to-face solicitations by the Board of community members, and Community Phase asks which include a radio-a-thon, direct mailing, and other general community solicitations. The Club has grown these campaigns since 2013 from \$60,000 raised to over \$150,000 raised in 2015. The significant growth from 2013 to 2015 is the result of Board growth and formalization of the Annual Campaigns and their processes. Continued growth is expected at a rate of at least 10% per year based on past growth calculations and current donor projections.

The Club currently conducts a year-end mailing to solicit donations as well. In the next five years, the Club plans to add the following campaigns and fundraising efforts to increase individual giving: a monthly giving program with donor giving levels (2016), BGCA's anticipated IDM program (2018), annual scholarship mailing (2016), bi-annual targeted lapsed donor mailing (2015), and bi-annual newsletter w/ solicitation component (2016).

Currently the Club receives Annual Campaign gifts from 177 donors. The average gift size is \$595. Looking ahead five years, we project 325 donors to the Annual Campaign with a \$900 average gift. These projections are based on three basic assumptions: 1) past Annual Campaign and organizational growth percentages, 2) donor acquisition projections from the Capital Campaign, and 3) current fundraising growth strategies. The current donor retention rate is 36%. Increase in donor retention is the most cost effective way to fundraise.¹² In 2015, the Club purchased Bloomerang, a database with set-up and reporting that emphasizes donor retention

¹² Sargeant, A. Nonprofit Management and Leadership, Volume 12, Issue 2, pages 177-192, 14 July 2003.

by tracking and reporting donor cultivation and stewardship activities. The Club has recently updated its cultivation and stewardship strategies across the organization. The goal is to improve donor retention to 56% (49% is average across the industry) by following strategic cultivation and stewardship plans. A full-time Donor Stewardship VISTA Volunteer has been hired by the organization to further develop and execute these plans.

The Capital Campaign will elevate the Club's visibility in the community and articulate the needs of the organization and the community more effectively than any previous case for support document written for the Annual Campaign. The Capital Campaign will expand the donor pool substantially and further development of these donors is key. New Capital Campaign donors to the organization may then become donors to the Annual Fund each year. BGCB's Campaign Counsel has seen in other communities how the Capital Campaign can lead to increased Annual Campaign contributions if appropriate solicitation strategies are undertaken. Continued development of the Board and Board development process, cultivating new Board members that can ensure the financial future of the club, and establishing an Advisory Council to engage key new donors are all critical elements of a plan to grow future individual annual contributions from Capital Campaign donors. Year 2021 will be a key growth year with campaign pledges coming to maturity. A strategic cultivation and retention plan for Capital Campaign donors will be in place for this year to bridge donors from their Capital Campaign giving to their annual giving.

BGCB is employing well-tested strategies regarding asking for Capital Campaign gifts and Annual Fund gifts within the same year. One strategy that some non-profit organizations use to link the Capital Campaign together with its Annual Campaign is called the "*double ask*". It is not always the best strategy for every donor, but in some instances, it is the right thing to do. The double ask is when a Capital Campaign prospect is solicited simultaneously for a contribution to the Capital and Annual Campaigns. For example, if you have a \$1,000 Annual Fund donor, ask them for \$20,000 for your Capital Campaign, spread out over five years (\$4,000 per year). At the same time, ask them to continue with their \$1,000 Annual Fund gift. In other words, over the course of five years you are asking the donor to give \$25,000 (\$5,000 per year). When this makes sense, BGCB will employ this strategy with a select group of prospects in order to ensure the Annual Campaign is appropriately funded throughout the pledge payment period of the post-Capital Campaign period. This is just one example. Other strategies that will be employed for asking donors for both an Annual Gift and a Capital Gift come from BGCA and ACB examples, as well as fund development best practices.

Fees- Modest increases due to increased number of members. Potential income with expanded camp programming, but minimal.

Grants- Modest growth due to limited remaining potential for grants. Local grant success nearing limitations. Moderate potential growth in cultivating relationships with foundations. The Club is focusing on expanding relationships with local family foundations and donor advised fund managers. The Club has not explored this area heavily in the past. With the growth of services in Crestmont, the Club will have a continued focus on programming partnership with other local non-profits. Grants have moved into the Resource Development Department for the

whole agency. A dedicated Grants Intern has now been put in place. The Donor Stewardship VISTA will also further develop relationships with granting agencies.

Major Gifts Initiative- This is an important area of growth for the Club that is currently in its infancy. Capital Campaign donors, especially those with significant capacity, will be carefully and strategically cultivated beyond the Capital Campaign pledge period. While it is difficult to project how many Capital Campaign donors will be receptive to a major gifts initiative solicitation at the end of their Capital Campaign pledge cycle, BGCB's Capital Campaign council have seen donors in other communities continue as major gifts donors as a way to support programming inside of the facility they just helped build.

In 2016, BGCB will be participating in the Advancing Philanthropy (AP) Project designed to establish a strong Major Gifts initiative for the Club. The Club will learn how to build a Major Gifts program through its participation in the AP Project based on the following 10 essential principles:

1. Advancing the mission of Boys & Girls Clubs requires significant philanthropic investment from individuals.
2. All Clubs should implement the major gift strategy, even if it is for only one prospective donor.
3. Significant gifts are made in response to important Club-identified opportunities.
4. Serving the donor's interest provides greater giving potential.
5. A donor's first gift is rarely their largest.
6. A donor's way of giving should not dictate their relationship or define their giving potential.
7. Research is invaluable in understanding donors' financial capabilities and philanthropic interests, and in developing the most effective strategy for engagement.
8. Boys & Girls Clubs must leverage volunteer relationships to acquire major gifts.
9. The most effective major gift solicitations are made in person, after multiple visits with the prospect. Donor meetings should focus on how to match the Club's vision and mission with the donor's philanthropic interests and objectives, and should be followed by written proposals.
10. Demonstrating evidence of the impact of major gifts and raising awareness about major gifts among other donors requires ongoing stewardship and donor recognition.

These 10 principles have helped Boys & Girls Clubs across the country develop strong and healthy Major Gifts Programs that have raised tens of millions of dollars in just the last 10 years. Through preparations for the AP Project, BGCB is also utilizing WealthEngine, a tool provided by BGCA to the Club, to help identify Major Gift prospects and strategies for how to solicit such prospects.

Expenses

Fundraising Special Events- Modest increases due to less emphasis on special events.

Equipment- Cost increases in 2016, 2017, 2018 due to equipment needs in new club sites. Items such as new tables, chairs, gym equipment, STEM items, art supplies, facility maintenance equipment, etc. BGCB is working with Kirkwood Design Studios to develop a detailed furnishings budget for new spaces.

Program Fees- Increases to be expected in early development years and added costs of expanded camps and afterschool programming. Leveling off after programming established. 100% increase in total membership by 2020. Increase in spending in later years to expand offerings to members.

Financial Expenses- BGCB is looking to outsource some accounting tasks and duties. BGCB is working with the Finance, Facilities, and Audit Board Committee to determine final projections for changing financial expenses. Greater detail is expected in the coming weeks.

Liability and Property Insurance- Insuring new building and renovated Lincoln St. Club. Cost to insure an additional staff (work comp) and bus. BGCB is working with the Finance, Facilities, and Audit Board Committee and First Insurance Group to determine final projections. Greater detail is expected in the coming weeks.

Transportation- Increased costs due to additional bus and projected expenses to maintain and operate fleet.

Utilities- Increased costs due to utility expenses at new Crestmont Club: electricity, gas, water, trash, communications, etc. The utilities estimate for the Crestmont Club was created by projecting the costs at the Lincoln Street Club to the Crestmont Club.

Rent- Decreased costs due to move from rented club site in BHA.

Professional Fees- Professional fees include accounting, audit, development fees, etc. BGCB expects a minimal increase in this line item as past history shows minimal increases in these fees as the organization has grown.

General Expenses- Growth in general expenses due to growing number of youth served and slight increase in staff. General Expenses include food, printing, club gear, awards, recognition, cultivation, postage, office supplies, other supplies, etc.

Capital Improvements- \$20 to 30K saved annually to anticipate future building improvements/repairs.

Dues- Increases are related to increases in membership and budget size, which drive increases in membership dues. Dues are paid to BGCA, Indiana Alliance, Area Council, Lemonade Day, Rotary Club, BNI, etc. Associations improve the professionalism and quality of Club staff and community relationships.

Communications- Increased costs due to utility expenses at new Crestmont Club and to be expected annual increases. Communications costs include technology, advertising, phone, internet, website, employee recruitment, etc.

Staffing Expenses

Increased Staffing Assumptions

It is important to acknowledge that the development of the new Crestmont site is not the development of an entirely new club. The Crestmont Club currently exists with a full complement of professional and support staff personnel. An increased cost in staffing is expected, but not to the extent that would be expected if adding a completely new club. Modest staffing increases are expected at both Club locations due to a more efficient club layout, thus making it easier to manage increases in membership.

In 2006, the Club lacked a full-time Administrative Assistant and Development Director. Additionally, there were only two Club locations operational. Over the past eight years, the Club has added a full-time Administrative Director, Development Director, Operations Director and Events Coordinator. BGCB has also added two part-time Membership Desk Coordinators and a Donor Management Associate. With the addition of the Ellettsville Club, BGCB has added two full-time program staff. In this time frame, a full-time Unit Director and Program Director at Crestmont were added along with a full-time Program Director at Lincoln Street. Since 2006, an additional 14 AmeriCorps part-time staff members were added across all three locations. The Club now utilizes 81 interns in a given year, providing over 19,000 hours of service. Interns are paid a stipend for the semester.

Future Staffing Assumptions:

- Expanded cleaning staff hours at Lincoln Street and Crestmont (currently less than 10 hours a week at either site)
- Additional program staff at Crestmont with ADA increasing from 40 to 160. Part time athletics staff, camp leadership, front line afterschool staff, etc.
- Additional cost for more experienced Program Director and Unit Director at Crestmont Club
- New part time bus driver
- Full time front desk staff at Lincoln St. (currently part time staff)
- Part time Membership Desk Coordinator at Crestmont Club
- Increased cost of a more qualified/experienced Operations Director
- Development staff added- Marketing staff (part time), Grants (part time), Data Entry (part time)
- Costs associated with change in Admin Assistant/ Accounting position
- Costs associated with continued efforts to provide competitive wages

Project Description, Phasing, & Vision for the Future

Boys & Girls Clubs of Bloomington is undertaking a capital project that will renovate the Lincoln Street facility as well as acquire, renovate and expand the former IU Eye Clinic to serve as the new clubhouse for the Crestmont neighborhood. This \$6 million capital project allows the Club to increase membership and average daily attendance, and save a historic building that currently acts as a drag on the organization's annual operating budget. It also allows the Club to serve more kids in one of Bloomington's historically at-risk neighborhoods (aka Crestmont, Pidgeon Hill, or simply The Hill).

After engaging American City Bureau (ACB), a capital campaign consulting firm, to conduct a feasibility study, the Club undertook a campaign planning project to prepare for the campaign. In addition to identification of prospective donors and creating various policies, procedure and plans, BGCB spent time developing the project including a phased approach that aligns with achieving fundraising targets. This strategy ensures the Club will not exceed its financial capacity.

The following is a summary of the project phasing:

Phase I - Purchase and Partial Remodel of New Crestmont Club

- Acquisition of former IU Eye Clinic at 803 N. Monroe St
- Renovate 813 N. Monroe St. and move Administrative Offices of BGCB
- Cost: \$895,000

Phase II – Partial Remodel of Existing Crestmont Building, Connector & Gym Addition

- Complete renovation of 803 N. Monroe St. to accommodate Crestmont Club and construct addition and gym
- Cost: \$2,067,000

Phase III – Partial Remodel of Existing Lincoln Street Club

- Renovate Lincoln St. Club- Complete roof replacement and foundation drain installation with minor internal improvements
- Cost: \$949,000

Phase IV - Extensive Remodel of Existing Lincoln Street Club Construction of Addition

- Complete renovation to create structure that aligns with current programming. Building addition to include member and guest entry, staff office spaces, and elevator
- Cost: \$1,888,000

In the end, this capital project will expand the Club's ability to serve significantly more kids at both the Lincoln Street and Crestmont clubhouses. Additionally, it will enable the Club to focus

even more on that part of its mission statement that calls for it to reach out to children ***“who need us most”***.

The **Crestmont emphasis** symbolizes a renewed community effort to make sure no child slips through the cracks. It also serves as a notice to the community that “historic wrongs” must be “righted”.

The **Lincoln Street emphasis** symbolizes embracing history and the long-term importance of the Club as a cornerstone of the community. This facility is crucial to the long-term success of the Club due to its proximity to the university, business leaders and government decision-makers. Failure to maintain this community footprint would likely result in the loss of volunteers, student work study participants, and countless members and their families who would not continue their participation at a Crestmont clubhouse.

Throughout the feasibility study and the planning phase of this project, it was common to hear questions such as:

Why These Locations?

The following is a brief synopsis of why BGCB’s board of directors decided to move forward with both projects:

Crestmont Club

- Location in historically impoverished Bloomington community
- Concentrated housing density allows members to walk to the Monroe Street Club
- New Club site 803 N. Monroe centrally located in Crestmont Community and adjacent to Bloomington Housing Authority
- **Will serve as organization’s administrative home**

Lincoln Street Club

- Located within walking distance for Indiana University students and related resources
- Historic home of Boys Club of Bloomington since 1963
- Located across from Third Street Park and what it has to offer as play space
- Bloomington Police Department a close neighbor

Sustainability

Since 2006, the Boys & Girls Clubs of Bloomington has seen budget growth of over 200%. Due to a variety of factors from Board development to expanded partnerships, the organization has also been able to conservatively increase average daily attendance by serving nearly twice as many youth in that same time span. Expanding the capacity of our Crestmont Club and making efficient alterations to our Lincoln Street Club will allow us to serve as many as 200 additional youth daily while increasing our budget by 50%. Meeting the challenges of the increased operating expenses will occur due to these key factors:

Board Development

With the leadership of our highly regarded national organization, we have developed a Board development plan that embraces best practices from across the country. Our Board members are strategically selected, resulting in a high functioning, successful, and well respected governing body. Our Board members are our most effective advocates and fundraisers. The BGCB Board has grown by more than 10 members in the past three years and continues to plan for such growth through its Board Recruitment & Cultivation Committee.

The following is a list of volunteers currently serving on the board:

- Robert Cummins
Bosch Management Services Corporation
- Lori Dahlstrom
Retired-Counselor
- Elizabeth Davidson
Retired –Monroe County Community School Corp.
- Kate DeWeese
Bunger & Robertson
- Jeni Donlon
IU Kelley School of Business
- Lance Eberle
First Insurance Group
- Wes Erwin
IU Alumni Association
- Michael Fox
Lennie's
- Jen Goins
IU School of Global & International Studies
- Glenn Harris
Harris Services
- Stacey Hawkins
Member of Club's Auxiliary
- Steve Holbrook
The Eye Center of Southern Indiana
- Jack Hunt
Cook, Inc.
- Jill Kovach
St. Charles School
- Toni Moseman
Retired & Member of Club's Auxiliary
- Tim Risen
Hilliard Lyons
- Isabel Santner
BKD
- Dennis Smith
Merrill Lynch
- Ed Schwartzman
Buffa Louie's
- Brian Thompson

- Jonathon Yates

However, a strong board is not enough to sustain the organization, which is why the board of directors invested time and resource in developing a Board Development Plan. The following is a brief synopsis of the Club's board recruitment and development processes (*e.g. gray shaded area*):

The BGCB Board embarked on developing a Board Development Plan with the following objectives:

- Grow the size of the Board
- Recruit younger Board volunteers who are influential, socially connected and likely to be part of the community's "*next generation*" of philanthropists
- Add structure to the Club's Board development process

The following is a summary of the Club's Board development process:

Board Matrix & Gap Analysis

The Board of Directors keeps on file a listing of current Board composition in the form of a Board matrix. This tool is used in gap analysis in order to target potential new Board members based on solicited criteria. The matrix is designed to take into consideration various qualities and characteristics of individuals that would prove beneficial to the Board of the Boys & Girls Clubs of Bloomington.

Though not listed in the matrix, one of the most important qualities that the Board of Directors seeks is a dedication to the mission of the Boys & Girls Clubs, as well as a willingness and passion to advocate for the club in both social and financial situations.

Board Nomination Process

It is the policy of the Boys & Girls Clubs of Bloomington to hold two nomination processes, acceptance, and orientation of new Board members. The intent is to have a streamlined and organized process that does not over-burden current Board members and staff, yet provides a strategic process for adding members to the Board. The following is the Board nomination process. Timelines may be accelerated for Board vacancies as appropriate. Additionally, the following is a Spring Nomination Process example, it is important to note that another nomination process will be initiated in fall.

Core Commitments

1. Attend at least nine (9) of the eleven (11) Board meetings from January to November
2. Serve on at least ONE Club Committee and attend 75% of your committee meetings.
3. Attend or Volunteer for the Eat-Thank-Love Valentine's Luncheon (Feb. 14th).

4. Make an unrestricted financial gift to the Club during the IJTO Campaign.
5. Make 5 face-to-face asks during the Flooring Phase of the IJTO Campaign.
6. Attend all report meetings for the IJTO Campaign (spring).
7. Attend the Annual Retreat. (Oct. 26th-27th)
8. Nominate two community members who will be willing to consider a Board position.

Orientation & Training

As new members join the Boys & Girls Club Board of Directors it is our policy to provide an orientation to familiarize them with important aspects of the club, its programs, their position, etc. Orientation will be conducted twice annually at an agreed upon date following the Information session.

Orientation of new Board Members also serves as an initial training session. It will introduce the new member to the following topics:

- Resource Development training
- Donation “Making the Ask” training
- Robert’s Rules of Order
- Financial Report Reading
- Other items as deemed necessary on a case-by-case basis

After this initial training, the new Board member will be responsible for all additional required on-going training and education expectations.

Annual Board Volunteer Evaluation

It is the policy of the Boys & Girls Clubs of Bloomington’s Board of Directors to annually evaluate its members and itself in order to insure the success and effectiveness of the Board of Directors and its members. The evaluations will be completed at the beginning of every calendar year. There will be a total of four (4) evaluations:

- Each Board Member will evaluate themselves on a variety of criteria that the Board feels is important to assess
- The President of the Board of directors will assess each member based on the same criteria
- Each Board Member will evaluate the Board of directors as a whole on similar criteria
- An annual scorecard will be completed for each member to show where they stand in comparison to the Board as a whole

Boys & Girls Clubs of Bloomington Board Development Policies

The Boys & Girls Clubs of Bloomington Board of Directors maintains the following policies that all Board volunteers must comply with:

- Conflict of Interest
- Ethics
- Background Check

Each Board member must sign and remain in compliance with all policies. Failure to remain in compliance may be grounds to dismiss member from the Board.

Administrative & Resource Development Team Growth

Our Administrative & Resource Development staff has grown from one full-time staff to four full-time staff, and several part-time staff and interns. Full-time staff include an Administrative Director, Director of Operations, Resource Development Director, and Events Coordinator. Part-time staff include two Membership Desk Coordinators and Donor Management Associate.

Staff have been added through careful considerations that keep cutting edge staff development practices as the main driver of decision-making. A priority on Resource Development through Donor Stewardship is a future strategic focus. The Club may convert a full-time VISTA internship position to a full-time staff position. An additional more qualified financial staff role may also be added to the organization administratively. The additions represent the expected increases in major and planned gifts.

The following are brief profiles of the people on this team:

Jeff Baldwin has been the Executive Director of the Boys & Girls Clubs of Bloomington (BGCB) since 2006. He is a graduate of the University of Central Michigan with a BA in Education and began his career in youth development in 1985. Jeff taught for 14 years in both private and public school settings before accepting his current position. Jeff was also a small business owner from 1992 to 2009. Jeff completed the Boys & Girls Clubs of America Advanced Leadership Program, is a Leadership Bloomington Monroe County graduate, served as a Board member for CASA, and currently serves as a Rotarian.

Shawna Meyer Niederman has been the Director of Operations since April of 2014, but has been with BGCB since August 2008. She is a graduate of Indiana University with a BS in Communication & Culture and Sociology. Shawna also holds a Masters of Youth Development and Leadership from Clemson University. Shawna received her Indiana Youth Development credential in 2010. She was also a Journey Fellow and has completed the Boys & Girls Clubs of America Advanced Leadership Program. Shawna worked previously as the Lincoln Street Program Director, then as the Crestmont Unit Director before being promoted to the Director of Operations for BGCB.

Leslie Abshier has been the Resource Development Director since May of 2014. She is a graduate of Indiana University with a BS in Nonprofit Management from the School of Public and Environmental Affairs (SPEA). Leslie also holds a Master of Public Affairs (MPA) in Nonprofit Management from SPEA and a Masters Certificate in Social Entrepreneurship from the Kelley School of Business. After graduation from her master's program Leslie took a job as the Development Director at LIFE Designs, Inc. Leslie is a Leadership Bloomington Monroe County

graduate and is the Marketing Committee Chair for hYPe - the Chamber of Commerce Young Professionals group.

Program Staff Development

In the last eight years, BGCB has become one the most decorated club organizations in the State of Indiana. Three “Program of the Year” awards have recognized the organization’s ability to serve our youth in immeasurable ways. We continue to invest in our program through progressive staff training and staff position additions, resulting in the most impactful program in the County.

As programming continues to improve, BGCB’s reputation locally as the best place for youth to attend after school grows. An increased number of parents choose to bring their children to the Club when they could afford to attend elsewhere. Investing in programming and program staff development has a positive impact on the growth in membership at the Club.

The following are brief profiles of the people on this team:

Audrey Hall has been the Camp Director since 2008. She is a graduate of Indiana University with a BS in Social Work. Audrey also holds a Master of Social Work (MSW) from Indiana University. She has worked with youth since the age of 16 and as a Counselor for various Girl Scouts camps throughout her college career. Audrey is certified in Professional Crisis Management and is a member of the American Camp Association.

Lisa Stumpner has been the Lincoln Street Club Unit Director since July of 2013. She is a graduate of Indiana University with a BS in Kinesiology. Lisa also holds an Education Certificate from St. Mary of the Woods College. Lisa has worked with youth in some capacity for over 10 years including as a camp counselor at the Brown County Gnaw Bone Camp, the Monroe County YMCA as the Energize Assistant Director, and with MCCSC as a Remediation Para-Educator.

Oscar Gonzalez has been the Ellettsville Club Unit Director since May of 2014. He is a graduate of the University of Florida with a BS in Management. He began working as a Youth Counselor/Translator at Iglesia Hispana De Gainesville and as a Youth Care Worker for CDS Family & Behavioral Health Services, Inc., helping at-risk youth.

Israel Shasanmi has been the Crestmont Club Unit Director since March of 2015, the newest professional staff member at BGCB. He is a graduate of Morehouse College with a BA in Fine Arts. Israel also holds a Master of Divinity in Counseling from Campbell University. His experience includes Site Coordinator for School Age Care at Monroe County School Corporation, Assistant Teacher for Preschool Special Education Department at MCCSC, and Assistant Camp Director for the summer camp program with the Indiana University S.T.E.M. program.

Volunteer and Intern and Development

In 2013, 12,000 volunteers provided over 14,000 hours of service to our youth. In 2014, 81 interns worked between 10 and 40 hours per week to support club programming and the development office. Estimated value of this workforce equals nearly \$250,000 annually. The Boys & Girls Clubs of Bloomington has become a charity of choice for local volunteers.

Adding the Director of Operations full-time in 2014 created a hub for volunteer coordination. The Director of Operations is the first contact for volunteers with the BGCB and has professionalized BGCB volunteer communications and opportunities. As the Administrative Staff relocate to the Crestmont facility, the Director of Operations will remain at Lincoln Street. Continuing to improve volunteer opportunities and experiences is vital to the success of the BGCB. The Lincoln Street location site is the “front door” to the Club for volunteers. As the Director of Operations continues to formalize volunteer processes, the system for recruiting and securing volunteers for the Club will continue to improve and grow.

Professional Business Practices

The Boys & Girls Clubs of Bloomington is a business. The professional operation of this not-for-profit organization serves as a guiding principle. To ensure public and donor trust, the Club follows well-established business acumen and surrounds itself with qualified staff and Board. The organization operates based on best practices for its industry, working from a strategic plan, tracking key performance indicators, and employing experienced business professionals in key leadership staff positions. BGCB is a local United Way organization and adheres to all BGCA qualified organization standards.

Continued Growth and Development of Partnerships

The Boys & Girls Clubs of Bloomington prides itself on developing relationships that benefit all involved. From Riddle Point Rowing Association out at Camp Rock, to Girls Inc. in the transportation realm, the Club off-sets costs and strives to develop synergy with as many worthy partners as possible.

Capitalizing on donor development from Capital Campaign

Throughout the planning phase of the Capital Campaign, the Club has developed a vast and varied network of potential supporters. We recognize the fact that these new relationships will prove invaluable as we move forward with plans to sustain and develop current operations. Development staff are positioned to embrace these new donor prospects and strengthen our financial position. See the previous section for more detail.

Investing in Resource Development Infrastructure and Capacity

In recent years, the Club invested in building a resource development department with talented fundraising professions.

The Board of directors also has a resource development standing committee that developed a written resource development plan to focus and prioritize the Club's revenue generating goals, strategies and tactics. The following pages contain a brief synopsis of the Club's resource development plan (*e.g. gray shaded area*).

The BGCB Board embarked on developing a Resource Development Plan with the following objectives:

- Adding structure to the Club's resource development program
- Creating a roadmap for how monetary resources will be raised and aligned with each other
- Spelling out strategies on how the Club will move donors up through the different levels of the donor pyramid

The following is a summary of the Club's Board development process:

Comprehensive Range of Gifts Chart for Resource Development

Gift Range	Number of Gifts Needed	Total Dollars at This Gift Range	Cumulative Total (in Dollars)	Percent of Total Amount Needed	Cumulative Percent of Amount Needed
\$10,000	4	\$40,000	\$40,000	16.58%	16.58%
\$5,000	8	\$40,000	\$80,000	16.58%	33.16%
\$2,500	12	\$30,000	\$110,000	12.44%	45.6%
\$1,000	25	\$25,000	\$135,000	10.37%	55.97%
\$500	40	\$20,000	\$155,000	8.29%	64.26%
\$250	70	\$17,500	\$172,500	7.26%	71.52%
Under \$250	numerous	\$68,700	\$241,200	28.48%	100.00%

Campaigns, Events and Revenue Streams

The following is a list of fundraising campaigns, events and revenue strategies that are fleshed out in the Club's written resource development plan:

- Our Kids Annual Campaign (includes Board giving)
- Big Hearts Annual Campaign
- Golf Marathon

- Warrior Dash
- Corporate Campaign
- Holiday Mailing
- Grant writing

This list does not include a variety of very small events or any fundraising efforts planned and executed out of the Boys & Girls Club Auxiliary.

Identification & Cultivation of New Prospective Donors

Boys & Girls Clubs of Bloomington recognizes the importance of identifying and cultivating new prospective donors to the Club. The following is a list of strategies / tactics illustrating how this will occur in 2011:

- The executive director will personally visit 10 strategic individuals who have the potential to be major donors, Board members, committee members, or campaign or event leaders. The purpose of the visit will be to introduce the individual to the club or to strengthen individual's linkage to the club and promote loyalty.
- All Board members will be responsible for identifying and cultivating seven prospective new donors through Board hosted bi-monthly cultivation events.
- Develop a bi-monthly clubhouse tour program where Board members are encouraged to bring prospects through to see the Club
- Highlight programming through cultivation events (e.g. art exhibitions)

Stewardship

The Boys & Girls Clubs of Bloomington recognize the importance of stewarding existing donors by demonstrating ROI messages focused on how donations are making a difference in the lives of children. The following is a list of strategies / tactics illustrating how this will occur in 2012:

- Continue our non-solicitation luncheon (Eat Thank Love Luncheon) event where donors are given stewardship information/updates and interact with alumni, staff & Board
- Develop and implement a program whereby Board members are personally responsible for stewarding the Club's top 16 individual donors.
- Implement our stewardship policy whereby no IJTO donor may be solicited until 3 "stewardship touches" occur
- Help Board members develop their personal elevator speech
- Send out bi-annual newsletters to donors
- Host at least one thank-a-thon
- Develop and implement a stewardship calendar with events and activities in each quarter, with a goal of highlighting club programming
- Develop and implement an updated acknowledgement letter for all donations that includes an ROI component featuring a member story.

Calendar (by month and duties)

Monthly Strategy	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
Our Kids	x	x	x	x	✓		R	R	R	R	R	R
ETL Luncheon	R	x	✓								R	R
Man Up Event	R	R	R	R	x	✓						R
Golf Marathon	R	R	R	x	x	x	✓				R	R
Big Hearts campaign (Ellettsville)	x	x	x	x	✓						R	R
Lemonade Day	R	R	R	R	x	x						
Mud Run	R	R	R	R	R	R	R	R	x	✓		
Art Show stewardship event	✓										R	x
Board Hosted Cultivation events	R	x	R	x	R	x	R	x	R	x	R	x
Thanksgiving Card										R	x	
Holiday Mailing										R	x	x
Corporate Campaign	x	x	x	x	x	x	x	x	x	x	R	R
Auxiliary Auction								R	R	R	R	x
Auxiliary Fashion Show					R	R	R	x				
Auxiliary Strawberry Festival		R	R	R	x							

Major Gifts and Planned Gifts Initiative

The Boys & Girls Clubs of Bloomington recognizes that a key strategy to sustaining the growth of the organization lies in its ability to secure planned and major gifts. In 2015, we have made the commitment to further develop these important areas in fund development.

As part of the capital campaign, the Club will develop a Heritage Club to promote planned giving and endowment building. This strategy is being done with sustainability in mind. It is also an opportunity to simultaneously talk with capital campaign prospects about legacy issues and ensuring the future stability of the Club.

Developing a major gifts initiative in the wake of the Capital campaign is also part of the plan. BGCA offers a national program called the Advancing Philanthropy Project, which BGCB has already asked to be a part of in 2016. Part of this project will include BGCB doing the necessary prospecting and program development work to create a major gifts program. Additional information can be found in the Major Gifts section of the Pro Forma budget assumptions section.