



WHATEVER IT TAKES TO BUILD GREAT FUTURES



Indiana Five-Year Strategic Plan

Strengthening Indiana Clubs.
Meeting Hoosier Youth and Family Needs.

December 2021

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Executive Summary

For over 160 years, Boys & Girls Clubs of America (BGCA) has provided high-quality out-of-school time (OST) programming for youth and support for their families, especially those who need us most. In Indiana, Clubs have over a century of experience serving kids and teens, with the first Club opening in Indianapolis in 1893. For decades, Clubs have modified and refined services to ensure they have the greatest and most lasting impact on kids. Clubs continue to enhance program quality and expand reach to positively change the life trajectory for thousands of youth in Indiana. Today there are 31 Club organizations with 117 sites that reach nearly 150,000 youth from diverse backgrounds and populations. Clubs are located in all regions of the state covering 35 counties and representing urban, suburban, and rural communities. BGCA and the 31 Club organizations in Indiana function under a federated model of governance. Clubs have the autonomy to implement programs and best practices based on their local needs and priorities.

Our Mission: To enable all young people, especially those who need us most, to reach their full potential as productive, caring, responsible citizens.

Over the next five years, Indiana Clubs will continue to work toward this mission and strengthen their internal capacity to reach more youth and expand their positive impact on communities throughout the state. The strategic plan outlined below was informed by research conducted by public sources and nonprofit best practices, data collected from 31 Indiana Club organizations, external partners and OST stakeholders, Club site visits, and interviews with Club CEOs and their Boards. The five-year strategic plan focuses on four foundational goals.

- **Expand Locations and Reach:** Clubs will strategically target new neighborhoods, communities, and populations of greatest need to grow the number of youth served by and engaged with Clubs.
- **Strengthen and Expand Programming:** Clubs will grow programming and staff to support teen engagement; college and career preparation initiatives; and the social and emotional needs of kids and teens.
- **Invest in Capital Projects:** Clubs will enhance their facilities to have state-of-the-art technology, providing high-quality programming that is relevant for today's youth to reach their full potential.
- **Strengthen Financial Stability:** Clubs will enhance their fundraising infrastructure and expertise to grow their financial resources and strengthen their financial health.

The four foundational goals are supported by 15 strategies to meet the needs of a diverse group of Clubs. Once implemented, the strategic plan will work to close the opportunity gap for young people, provide access to safe, high-quality out-of-school programming, and support their academic and emotional health needs throughout Indiana.





Background

With the generous support of Lilly Endowment, Inc., BGCA and local Boys & Girls Clubs (BGC) across Indiana worked together from December 2019 through December 2021 to develop the first statewide BGC five-year strategic plan. Once implemented, the strategic plan will act as a guide for Indiana Clubs to strengthen their internal capacity to reach more youth and positively impact diverse communities throughout the state. The Indiana BGC five-year strategic plan was developed using a collaborative, data-driven approach that is inclusive of the diverse needs of all Indiana Clubs.

The strategic plan was developed through collaboration with all BGCs across Indiana (31) convening quarterly to discuss and share information about their Clubs' programs, reach, impact, and opportunities for growth. Additionally, a nine-member Steering Committee, made up of a representative group of Indiana Clubs, met monthly to review the data collected by the Clubs and helped determine key strategies to strengthen Indiana Clubs.

BGCA and the local Clubs hired an external consultant, Transform Consulting Group (TCG), to lead the data-driven work by conducting an "Assessment of Indiana Youth Needs" (needs assessment) with findings shared in a report published in November 2020. The needs assessment was used as baseline data to determine the most pressing needs of Indiana's youth and compare how well Indiana Clubs are meeting those needs. The needs assessment identified a significant gap in the access of high-quality out-of-school programming for Indiana youth. Even more specifically, it found that teens, children in poverty, and children in academically struggling schools and communities lack access to out-of-school programming. TCG also created an interactive dashboard that summarizes the data — filtered by zip code, county, and Club — to inform local and state planning.

Finally, BGCA and TCG conducted Club site visits; interviewed Club CEOs and members of their leadership teams; and determined best practices from other state partners, nonprofits, and intermediaries to develop this strategic plan. The four goals and 15 strategies in Indiana's five-year strategic plan directly relate to BGCA's national Great Futures 2025 Strategic Plan that includes strengthening local Clubs, improving program quality, advocating for youth development, and reaching more kids and teens. It is the hope of BGCA and BGCs across Indiana that other states can use the first-of-its-kind collaborative, data-driven, and inclusive statewide strategic plan as a guide and best practice to further enable more young people to reach their full potential as productive, caring, responsible citizens.



Goals, Strategies, and Key Action Items for the Strategic Plan

After two years of research, interviews, and qualitative and quantitative data analysis, BCGA, TCG, and Indiana Clubs consolidated and prioritized the five-year strategic plan into four state-wide goals: expand locations and reach; strengthen and expand programming; invest in capital projects; and strengthen financial stability. The goals are accompanied by 15 strategies and key action items that local Clubs will use to work toward accomplishing the statewide goals.

Expand Locations and Reach

There are just over one million school-age youth between the ages of 6 and 17 in Indiana, according to the needs assessment. Within that population, 64% of youth need care because their parent(s) are working. Additionally, support is needed for the 20% of Indiana youth living in poverty and 23% of youth living in low-income households.¹ Nearly half of Indiana's youth have experienced at least one adverse childhood experience (ACE).² Whereas, Indiana Clubs have provided young people with a range of opportunities to develop skills, have fun, and build strong relationships with multiple caring adults. For more than a century, Indiana Clubs have provided safe, stable environments where youth feel a strong sense of belonging. Finally, the needs assessment acknowledged that the state of Indiana is falling short of reaching its four-year high school graduation rate goal of 90% and their college enrollment rate has fallen by 4% over the last four years. While Club members continuously report earning higher grades than youth nationally.

With these statistics in mind, access to BGCs has become even more imperative to ensure that young people reach their full potential. BGCs offer safe and affordable in-person and online spaces to meet kids where they spend most of their time: outside of school. By building on their strengths and the assets in their lives, Clubs can strengthen young people's resilience and belief in their own capabilities. BGCA data illustrates that Clubs can have a life-changing impact on youth: 74% of low-income Club members ages 12-17 report receiving A's and B's; 76% of Club kids and teens are on track to graduate on time; 81% of Club teens that completed a college prep program reported plans to enroll in post-secondary education; and 54% of Club alumni said Clubs "saved my life."

Indiana BGCs are located in 35 of Indiana's 92 counties. Together with other OST programs, such as the YMCA and community centers, they serve all but five counties. Indiana BGCs serve

¹ Poverty and low-income levels are determined using the U.S. Census Bureau's poverty thresholds which was \$26,500 annual household income for a family of four in 2021.

² ACEs include physical abuse, verbal abuse, sexual abuse, physical neglect, emotional neglect, a parent who is an alcoholic, a mother who is a victim of domestic violence, a family member in jail, a family member diagnosed with a mental illness and the disappearance of a parent (e.g., divorce, death, or abandonment).

nearly 150,000 youth across the state. Even with the assistance of other OST programs in Indiana, the state has the opportunity and ability to expand its implementation of Clubs and the number of youth served to narrow the gap. When interviewed, Indiana BGC CEOs reported that 92% of their Clubs are ready and/or staging for growth. The need, opportunity, and willingness of Indiana BGCs to expand their locations and reach is clear. The four strategies (with key action items) below will create the framework for Clubs to prepare for and enact expansion plans.

Club Strategies to Expand Locations and Reach

A. Determine Club “readiness for expansion” criteria

The majority of Indiana Clubs indicated that they are ready to regain their footprint and expand their reach after the pandemic; however, some Clubs need to build organizational capabilities before they can grow. To support the planned and strategic growth of Clubs in Indiana, BGCs will identify key components and criteria necessary for successful Club growth. One of the critical components in determining a Club’s “readiness for growth” is conducting a community infrastructure needs assessment of the current state of facilities owned by Indiana BGCs. This data is helpful for Clubs to assess organizational accumulated assets (facilities, equipment, and transportation) as well as document the lifespan, condition, replacement, and cost of the assets.

Key Action Items: Clubs will work together to create an Indiana Club Readiness Checklist based on their own experience and BGCA’s Club growth strategy work nationwide. The community needs assessment can be conducted by BGCA or third-party. Clubs should also consider including the community needs assessment as part of the readiness checklist.

B. Target expansion to new neighborhoods, communities, and populations in greatest need

Based on the findings from the needs assessment, there are OST deserts of neighborhoods and communities lacking high-quality programming for kids and teens. In addition, there are targeted population groups that are not being served due to cost and/or access. BGCs will use the findings from the needs assessment to confirm and prioritize the communities and youth populations that need Clubs and how best to serve those neighborhoods and populations over the next five years.

Key Action Items: BGCs will review the needs assessment findings and further analyze group data to identify and prioritize neighborhoods, communities, and populations in greatest need of Clubs. A primary goal for Clubs in 2022 is to increase the average daily attendance rate to pre-pandemic levels. Additionally, on an ongoing basis Clubs will continue to collect and share data on the number of young people in their community and how many are served through Clubs (disaggregated by race, ethnicity, and income levels when possible).

C. Explore scalable models

There are different ways for Clubs to expand, but the primary focus of all BGCs is to regain pre-pandemic attendance and maximize capacity at current Clubs across Indiana. Clubs should

consider growth by adding new Club sites within their community, expanding within their network through organization mergers and acquisitions, and building strategic partnerships. This could include partnering with faith-based organizations, schools, and other youth-focused organizations. BGCs will explore additional community partners and scalable models to provide sustainability and community buy-in and to manage financial risk.

Key Action Items: Clubs will work together with BGCA to research and analyze scalable Club growth models that consider strategic partners, community needs, financial risks, and sustainability. Final information on scalable models can be included as part of the Indiana Club Readiness Checklist or as an action step directly following positive results from the checklist.

D. Leverage technology to serve more youth

One of the lessons learned during the pandemic was the ability of Clubs to pivot to virtual programming to stay connected with youth when in-person programming was not possible. It is anticipated that the increased use of technology will continue to be a valuable resource to connect with youth and expand the reach of Clubs post-pandemic. BGCs will use existing assets, such as BGCA's online engagement and learning platform "MyFuture," to further explore opportunities to use virtual programming to enhance outreach to youth in markets that are difficult to reach. BGCs will also explore opportunities to share their digital assets with other youth providers like schools and after-school youth agencies to expand the reach of unserved or underserved kids and teens. Finally, Clubs will continue to advocate for broadband access in their communities and at the state level to make this growth option a reality.

Key Action Items: Clubs can explore a hybrid model to incorporate more use of technology on-site at the Clubs and with youth at home. Clubs will identify programs they can optimize for virtual implementation and pilot-test access to, and youth engagement in, those programs before expanding to a hybrid model. BGCA can assist with Club hybrid growth models through the MyFuture platform. Additionally, Clubs can share data about broadband access both at their Clubs and in their communities.

Strengthen and Expand Programming

With expansion and growth comes the need to continuously improve and increase programming to meet the needs of today's youth. The need for new and expanded programs is especially important for the teen population. The needs assessment noted that OST programs, including BGCs, mostly serve elementary and middle school youth with teens (13+ years of age) accounting for less than one-third of the youth served in Indiana. Even before the pandemic, youth mental health in Indiana fell below the national average, with higher rates of depression and students that considered suicide; and COVID-19 has only exacerbated this.

Clubs offer safe and inclusive environments for all youth, including teens, to develop social and emotional skills, support healthy relationships, and have meaningful experiences. From the Indiana BGC CEOs interviewed, teen programming, workforce readiness programs, social and emotional learning support, and program staffing were identified as the top areas of focus. The



following three strategies and key action items will support Indiana Clubs to strengthen and expand their programming.

Club Strategies to Strengthen and Expand Programming

E. Expand teen programming

Explore and adopt programs to successfully engage teens, especially in college and career readiness. Clubs can use BGCA's Workforce Readiness Framework and build out the framework as a state-based model for young people between the ages of 6 and 20. Utilizing the framework would also help to guide and engage current elementary-and-middle-school-aged youth on a college and career readiness path to remain in BGCs in their teen and young adult years. Additionally, Clubs will need to form new strategic partnerships with key stakeholders such as Career Technical Education (CTE) programs, local Workforce Boards, industry partners, post-secondary institutions, and courts.

Key Action Items: Clubs will collect and share data on the college and career readiness programs they offer and the number of teens served. The collection of this data will illustrate program demand and teen engagement over time and analyze opportunities for improvement and/or growth of specific programs. Clubs can also consider sharing new partnerships as they relate to statewide training and workforce needs.

F. Strengthen social and emotional learning (SEL)

Clubs are facing an increased need for social and emotional supports and trauma-informed approaches to support youth in addressing the many challenges related to the pandemic, social unrest, and increased violence that children and families are experiencing today. BGCA has embedded "character education" within their core programming offered to students. The concepts and elements of character education align with SEL best practices. Clubs will consider rebranding character education as SEL to align with the Indiana Department of Education's SEL competencies. Such alignment will help strengthen partnerships with local schools and access to other state resources like mental health agencies and programs, including trained staff support.

Key Action Items: Clubs will collect a list of programs and supports offered to youth for SEL as well as the needs of staff to implement both current and future program work. A smaller group of Club CEOs (i.e., the Steering Committee) will meet with state agencies to share a comprehensive and tailored list of current Club SEL supports and needs across the state to identify opportunities for program alignment and to secure additional state resources.

G. Strengthen program staffing

Staffing plays a critical role in the success of programming and the ability to offer programming. However, it is difficult to hire full-time staff and pay them a competitive wage. Clubs will need to explore business models for recruitment and retention of high-quality staff (including staff with additional expertise in SEL, workforce, and teens) that result in better experiences and outcomes for kids.

Key Action Items: Clubs will collect data on the current average youth participation in specific programs and the staff needed for each program, including both current and future growth numbers. BGCA and Clubs can share data to identify programming and staffing gaps and consider shared resources (e.g., MyClubHub), online offerings, and diversified staffing schedules to meet program and youth needs.

Invest in Capital Projects

Derived from the goals to expand locations, youth served, and quality programming is the inclusion of proper infrastructure to ensure successful Club growth and outcomes for youth. Thus, it is imperative that all facilities and Clubs maintain a high standard of quality assurance as they consider renovations to current facilities as well as building new facilities.

Out of the Indiana BGC CEOs interviewed, 57% of respondents mentioned the need to expand their facilities and space to grow their Club(s). The following two strategies and key action items will support Indiana Clubs to invest in capital projects.

Club Strategies to Invest in Capital Projects

H. Develop an infrastructure quality assurance assessment

Clubs can implement an assessment for quality assurance of local BGCs' infrastructure (including facilities, technology, safety, and program resources) to appropriately analyze where improvements and investments are needed across the state. This builds from Strategy A (identify Club readiness) to ensure long-term quality assurance of Clubs' infrastructure assets and reporting.

Key Action Items: Clubs design an infrastructure reporting mechanism to share information about the state of their current infrastructure as well as opportunities for growth. This information will provide baseline data for long-term statewide infrastructure quality assurance assessments and/or a tool to be developed in the future. BGCs can utilize BGCA's standards for organizational effectiveness as a starting point for their state-based quality assurance assessment.

I. Develop a statewide capital projects fund to enhance the facilities through renovations and improvements to ensure high-quality places to attract and retain youth

Clubs can engage a diversified portfolio of individual, corporate, foundation, and government funding to develop a statewide fund to renovate and update Indiana Club facilities and infrastructure. Clubs will need to develop parameters around funding requests, eligibility, and use of statewide capital funds. Use of such funds might also include matching funds.

Key Action Items: Clubs will analyze data and determine a statewide goal for capital funding over five years as well as Club requirements and eligibility for requesting capital funds (e.g.,

number of youth served, targeted high-need communities, growth opportunities, maintaining quality assurance, etc.).

Strengthen Financial Stability

The diversity in annual revenue across Indiana Clubs in 2021 ranges from \$265,000 to \$7 million to support 420 to 3,600 youth, respectively. The opportunity and need to serve more young people through BGCs across Indiana has never been greater. Clubs, and the state as a whole, will need to strengthen their finances and diversify their revenue portfolios (e.g., shared services, improve resource development efforts, etc.) to keep up with the pace of change and meet the needs of youth. The following six strategies and key action items will support Indiana Clubs in achieving this goal.

Club Strategies to Strengthen Financial Stability

J. Cultivate leadership to have the vision and skills for increasing revenue

Club leadership must have a clear and compelling vision for the organization to generate major gift investments for Club growth and enhancing organizational capabilities (i.e., number of youth served, staff, program offerings, infrastructure projects). Clubs can develop a local strategic plan that aligns with this five-year statewide strategic plan and BGCA's Great Futures 2025 Plan, and provide more granular metrics that meet the specific needs of their Club and community.

Key Action Items: Clubs will share their local strategic plans and/or create new plans that encourage Club growth and sustainability. Due to the work and time required to develop and improve local strategic plans, Clubs should work in partnership with their Director of Organizational Development (DOD), BGCA's Resource Development Club Services (RDSCS), and possibly a third-party consultant to create and update their strategic plans. Strategic plans can be created on an individual Club basis or through a shared services/group pricing model.

K. Establish and grow endowments for each Club

An endowment is an excellent mechanism to strengthen the financial health of an organization. Club endowments can be used for long-term facility maintenance and unexpected costs, transportation needs, and maintaining a top-level CEO at Clubs with a competitive salary. Some Clubs already have an endowment, but few have one of significant size. Each Club will include endowment building and growth as part of its resource development plan. Clubs can explore shared investment strategies and partnering with local community foundations to leverage investments to grow their endowments.

Key Action Items: Clubs will share information and best practices about their endowment on an annual basis to all Indiana Clubs. Information can include stating if they have an endowment, the purpose of the endowment, the value of the endowment, number of donors, and expected annual growth. Such information will help share best practices for both establishing and growing endowments related to BGCs. Additionally, based on Club and community needs, a regional or statewide endowment can be considered to share services and manage needs. For additional



metrics and trainings, BGCs can review BGCA's RD Club Services' programming for planned giving and endowments (especially Club development staff and chief development officers).

L. Grow and strengthen resource development to foster a culture of philanthropy

Clubs need a strong foundation in resource development (RD) to maintain sustainability, but not all Indiana Clubs are at the same capacity level with designated RD staff or a Board RD Committee. Clubs will explore coaching models and RD training for their staff and board to strengthen fundraising opportunities throughout the organization. BGCA's RDCS currently offers 1:1 consultations, board trainings, workshops, webinars, and guided work to 750 Club organizations nationwide to help Clubs strengthen their resource development and grow revenue for sustainable long-term success. Clubs at all stages of fostering a culture of philanthropy are encouraged to utilize BGCA's RD Health Assessment to measure the capacity of their organization on the RD continuum and determine subsequent learnings and trainings available to their organization. It is expected that after five years, every Club, or region, will have a dedicated RD staff member (or consultant) who can work in partnership with RDCS to lead the organization in growing financial investments.

Key Action Items: Clubs will measure their RD growth by annually sharing data on their major gifts (\$10,000 and up), number and dollar amount of planned gifts, percentage of board members participating in RD, and the number of trainings attended by staff and their board.

M. Advocate for increased OST funding

Over the last decade, Indiana has focused on the two "bookends" of education — early learning (e.g., Pre-K) and improving high school graduation and post-secondary completion rates. Indiana BGCs can make the case to policymakers that additional investments in OST programs is critical to these two areas of focus. Additionally, during the height of the pandemic, OST programs stepped up to provide childcare, e-learning hubs, and other community services to Indiana. As the effects of COVID-19 still impact communities, Indiana BGCs continue to provide safe, positive, and inclusive environments for all youth and teens with a successful track record of positive impacts and outcomes. The stories, data, and needs of BGCs should be shared with leaders and policymakers on a regular basis to ensure ongoing and new opportunities are provided to BGCs (e.g., financial support).

Key Action Items: Clubs can develop a coalition of youth intermediary organizations (e.g., Indiana Afterschool Network, Indiana Youth Institute, Indiana Alliance of BGCs, and Indiana Alliance of YMCAs) to meet bi-monthly to share data and develop advocacy strategies to increase funding from local and state agencies for OST programs. Clubs should continue to work with the Indiana Alliance of BGCs to establish government funding goals based on the growth and needs of OST programs over the next five years and record annual state appropriations for OST programs to measure progress towards the goals.

N. Review shared services models to gain cost savings and expand impact

Many organizations in different industries are exploring the use of "shared services" to save costs through collaboration with other entities. The goal would be to identify some common

costs and expenses that can be pulled together to lower overall operating costs (e.g., background checks and accounting services). There are different models to explore and ways to structure the shared services concept.

Key Action Items: Clubs will share a list of products and services — such as janitorial supplies, donor databases, and insurance — that they pay for on a monthly or quarterly basis along with the names of vendors and estimated costs. Clubs will report these services annually to find regional or statewide solutions to increase cost savings through shared or group pricing.

O. Enhance public relations and marketing for Clubs

Clubs are encouraged to create consistent messaging about BGCs across the state. Organizations can create an annual Indiana BGC Outcomes Report similar to BGCA's annual Outcomes Report and Impact Brief. An annual report can also help Clubs inform the public and future funders about the impact of Clubs on youth and the community.

Key Action Items: Clubs will review BGCA's annual reports and identify data elements that they would like to include in an annual Indiana Clubs report. Additionally, Clubs can also publish a report on the data/key action items requested from local Clubs based on information recommended in this strategic plan.

Future Projects, Initiatives, and Needs of Local Clubs

In the fall of 2021, all 31 Club organizations were asked to submit three years of data on their current and upcoming projects and initiatives that align with the four foundational goals and 15 strategies in this strategic plan. BGCA limited the data collection to three years (2022 – 2024) to ensure greater accuracy, as the data includes cost estimates that are connected to previous years and expected achievements over time. As expected, almost all Clubs plan to prioritize opportunities to strengthen and expand their programming to serve more youth and recognize that doing so also requires prioritizing work to strengthen financial stability to accomplish those goals. Whereas, investing in capital projects has the least amount of Clubs involved each year, but has the highest cost associated with those strategies.

When analyzing the data below, it is important to note the complexity and diversity of projects that are included in this aggregate data set, as all current and future Club projects and initiatives were submitted as interdependent of the Club's goals and strategies over multiple years. For instance, some Clubs included current projects and front-loaded new projects in year 2022 while gradually decreasing costs overtime with investments in trainings and sustainability in the later years. Alternatively, some Clubs used 2022 and 2023 as planning and data collection years to build up to large projects, investments, and growth strategies in 2024 and beyond.

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	Number of Clubs	Actual Cost	Club Matching	Funder Request	Examples
	Clubs that submitted data for specific goals and strategies	The aggregate estimate of all project costs	The aggregate estimate that Clubs reasonably believe they can cover through current resources and/or direct fundraising	The aggregate estimate of funding Clubs would seek from a statewide fund to support projects/initiatives	Clubs included additional information about specific projects that relate to the strategic plan's goals and strategies
Club Planning for 2022					
Expand Locations and Reach: (A) Club readiness expansion criteria; (B) expansion to new neighborhoods/communities; (C) explore scalable models; (D) leverage technology	24	\$21,884,600	\$14,226,250	\$7,658,350	A majority of Clubs are prioritizing the expansion of their facilities or opening a new site to serve more youth in the community. Many Clubs mentioned the needs for transportation, IT/technology support, and state-of-the-art equipment for youth and teens to develop 21st Century skills and competencies. A few Clubs are prioritizing a Club growth assessment, additional strategic planning, and additional staff.
Strengthen and Expand Programming: (E) teen programming; (F) social-emotional learning; (G) program staffing	30	\$8,625,100	\$4,360,075	\$4,265,025	A majority of Clubs are prioritizing the need to improve staffing through professional development and hiring new staff, which includes competitive wages and benefits. Many Clubs mentioned the need to expand teen programming and staff (e.g., workforce readiness). Additionally, many Clubs are working on ways to incorporate more programming, staff, and hire specialists for social and emotional learning.
Invest in Capital Projects: (H) infrastructure quality assurance assessment; (I) capital projects fund	22	\$91,153,000	\$59,084,250	\$32,068,750	A majority of Clubs are prioritizing renovations to their current locations to include new sections to provide teen services, workforce development, and green space. Many Clubs mentioned the need to update their facilities based on BGCA's external safety assessment (entry/exit ways, security, cameras, etc.). Other Clubs mentioned a new HVAC, infrastructure assessments, and new buildings.
Strengthen Financial Stability: (J) cultivate leadership to increase revenue; (K) establish and grow endowments; (L) foster a culture of philanthropy; (M) advocate for OST funding; (N) shared services model/cost savings; (O) public relations and marketing for Clubs	27	\$4,537,000	\$2,110,250	\$2,426,750	A majority of Clubs are prioritizing the need to hire resource development staff or a consulting firm to assist with fundraising so that they can focus on the day-to-day youth served and programs. Clubs are split evenly between establishing an endowment and plans to grow their current endowment. Many Clubs mentioned focusing on shared services (HR, grant writer, finance, administrative assistance), creating local multi-year strategic plans, and working with public relations and marketing firms for external outreach.
Estimated Total for 2022	31	\$126,199,700	\$79,780,825	\$46,418,875	
Club Planning for 2023					
Expand Locations and Reach: (A) Club readiness expansion criteria; (B) expansion to new neighborhoods/communities; (C) explore scalable models; (D) leverage technology	23	\$10,968,850	\$5,327,300	\$5,641,550	Building from 2022, many Clubs are looking to open new sites to serve more youth and invest in transportation services to be more inclusive. Additionally, many Clubs considered strategic planning with external partners, new technology, and implementing a Club growth assessment.
Strengthen and Expand Programming: (E) teen programming; (F) social-emotional learning; (G) program staffing	26	\$8,021,300	\$3,872,200	\$4,149,100	Building from 2022, a majority of Clubs are creating plans for professional development, licensing, and annual salary increases for their staff. There is also a strong interest in maintaining and hiring staff to support social and emotional learning at Clubs. Some Clubs are also looking to hire specialized staff for STEM, culinary, arts, and fitness.
Invest in Capital Projects: (H) infrastructure quality assurance assessment; (I) capital projects fund	19	\$27,245,000	\$13,885,000	\$13,360,000	A majority of Clubs included multi-year estimates for capital projects that were started in 2022. Many of the capital projects include renovations to their buildings, new sites, and specialized centers (e.g., workforce development).
Strengthen Financial Stability: (J) cultivate leadership to increase revenue; (K) establish and grow endowments; (L) foster a culture of philanthropy; (M) advocate for OST funding; (N) shared services model/cost savings; (O) public relations and marketing for Clubs	26	\$10,065,000	\$3,811,933	\$6,253,067	A majority of Clubs are prioritizing the retention and professional development of their resource development staff from 2022 (some Clubs are considering a first-time hire in 2023). Many Clubs plan to focus on short and long-term strategic planning for their Clubs which includes endowment management, marketing, and public relations plans.
Estimated Total for 2023	30	\$56,300,150	\$26,896,433	\$29,403,717	
Club Planning for 2024					
Expand Locations and Reach: (A) Club readiness expansion criteria; (B) expansion to new neighborhoods/communities; (C) explore scalable models; (D) leverage technology	18	\$5,114,100	\$2,646,750	\$2,467,350	Increasing youth served continues to be the main priority for a majority of Clubs, including expanding into communities that lack out-of-school time programs. All growth models include additional transportation, new locations to serve youth, increased IT support, and scalable online programming.
Strengthen and Expand Programming: (E) teen programming; (F) social-emotional learning; (G) program staffing	21	\$4,804,000	\$2,402,650	\$2,401,350	A majority of Clubs are expecting to expand and enhance college preparation and workforce readiness programming. Staff support is also being prioritized with the expansion of Clubs and youth served to maintain safety and quality at Clubs.
Invest in Capital Projects: (H) infrastructure quality assurance assessment; (I) capital projects fund	17	\$72,982,000	\$38,956,000	\$34,026,000	A majority of Clubs are prioritizing quality assurance and infrastructure assessments as they continue to grow based on community needs and current resources. Some of the Clubs that didn't renovate or build new sites in previous years are choosing to begin construction in 2024, after launching successful capital campaigns.
Strengthen Financial Stability: (J) cultivate leadership to increase revenue; (K) establish and grow endowments; (L) foster a culture of philanthropy; (M) advocate for OST funding; (N) shared services model/cost savings; (O) public relations and marketing for Clubs	23	\$9,468,500	\$4,867,600	\$4,600,900	A majority of Clubs expect to train and retrain staff on resource development work in 2024. With the creation and growth of capital projects and endowments, many Clubs are expecting to hire additional staff to sustain the progress and continue to grow annually.
Estimated Total for 2024	29	\$92,368,600	\$48,873,000	\$43,495,600	



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Next Steps and Conclusion

Through the development and publication of this five-year strategic plan, Indiana Clubs have shown that they are willing and able to work together across the state to serve more youth. Each Club has their own goals, strategies, and funding sources to sustain their current work, but an equitable statewide fund is needed to ensure that BGCs are able to serve the almost one million school-aged children in Indiana that do not have access to an OST program. BGCA will continue to work with Indiana BGCs to secure funding for the five-year statewide strategic plan and will be the fiduciary and executor of the statewide fund to ensure equitable access and use of the resources by Clubs. After at least two years, BGCA will transition out of the fiduciary and executor role and work with the Clubs to implement an Indiana-based executive director to continue the work long-term.

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