



2017  
2018

 Kids Go Further  
**AAYS**  
AT YOUR SCHOOL  
**ANNUAL  
REPORT**

## A Note from the President/CEO

Another year has come to a close, and what a productive year it was!

Utilizing **ENGAGE!** as our theme, we kicked things off with our Blast Off Staff Training Week in July. During this training, each AYS employee was asked to think about ways to better engage with each other, school staff, children and families. After all, our engagement is crucial to executing programs that keep our kids safe, while also providing them with fun ways to learn.

I have the privilege of visiting program sites on occasion and value the opportunity to interact with our kids in a variety of ways. With our **ENGAGE!** theme in mind, one afternoon sticks out to me from this year. One particular little girl kept me engaged. She settled in next to me during homework time. If my attention drifted to another student, she was quick to put her hand gently on my arm and guide my attention back to her. Not only was I able to interact with the whole table, but we established a rhythm where she was getting the attention she needed and everybody was satisfied. The opportunity to just “be there” is one that is so special, not only for the kids, but for each of us who is impacting the lives of children at any given moment.

This fiscal year, we also had the opportunity to engage with new schools and families as we opened four new sites. We began the year with a new partnership with Tindley Accelerated Schools. Read more about this partnership on page 4. We also expanded our reach in Indianapolis Public Schools by opening a new site at Cold Spring School; in Speedway Schools, we have a new site at Allison Elementary.

In October 2017, as we began developing the strategic plan that will lead us through our next three years, the AYS board of directors, with input from employees across the organization, also reviewed our mission, vision and values statements. The AYS mission remained the same, but revisions were approved to both the vision and values statements as follows:

- Vision: AYS is the provider of choice for out-of-school time programs in central Indiana.
- Values: AYS values respect, responsibility and commitment by:
  - Delivering high-quality programs
  - Nurturing individual potential in children and staff
  - Supporting families and communities

Read more about our 2015-2018 strategic plan accomplishments on page 4.

This April, in an effort to support families and communities across the nation, I had the opportunity to visit Washington, DC. At the invitation of the Indiana Afterschool Network, my colleagues and I engaged with legislators on critical issues related to out-of-school time programs. As part of the “Indiana Out-of-School Time Delegation,” I got to sit down with our country’s decision-makers, along with other out-of-school time supporters, to discuss the impact of certain federal programs on America’s children and families.

With so many of us ready to engage with one another, the future is bright for out-of-school time programs in central Indiana. Thanks to everyone who has contributed to making AYS what it is today and who continue to support our important mission.

Sincerely,



Chrystal Struben  
President/CEO



## Leadership Highlight: Dr. Victoria Davis, Board of Directors President

At AYS’ annual meeting in September 2017, the board of directors voted Dr. Victoria (Vickie) Davis as its new president. While Vickie first joined the AYS board in 2014, her experience with the organization goes back well before that. “I had the pleasure of working with AYS for 11 years within my building as the principal of Greenbriar Elementary in MSD of Washington Township,” Vickie said. During that time, she watched the program at her school grow and support the needs of families within the community. “When asked to join the board in 2014, I was honored to be able to continue to serve children and families in another capacity,” Vickie shared. During her board tenure, Vickie has served on the governance and executive committees, and she was president-elect prior to becoming president. Vickie also served as co-lead for the development of the 2015-2018 strategic plan. “I was excited to see the plan’s successful completion in 2018 with many initiatives implemented by AYS’ hard-working and dedicated staff,” she said.



Dr. Victoria Davis

# 2017-2018 Program Sites

## Indianapolis Public Schools (IPS):

Merle Sidener Academy for High-Ability Students  
 IPS/Butler University Laboratory School 60  
 Clarence Farrington Elementary School 61  
 Center for Inquiry at School 70  
 Center for Inquiry at School 84  
 Cold Spring School  
 Rousseau McClellan School 91 ★  
 Meredith Nicholson School 96  
 Robert Lee Frost School 106  
 Lew Wallace School 107

## Washington Township Schools:

Allisonville Elementary  
 Crooked Creek Elementary ★  
 Fox Hill Elementary  
 Greenbriar Elementary ★  
 John Strange Elementary ★ ★  
 Nora Elementary ★  
 Spring Mill Elementary

## Decatur Township:

Blue and Gold Academies ★  
 Liberty Early Childhood  
 Stephen Decatur Elementary ★  
 Valley Mills Elementary ★  
 West Newton Elementary

## Speedway Schools:

Allison Elementary  
 Newby Elementary (also serving Fisher Elementary)  
 Wheeler Elementary

## Charter Schools:

ACE Preparatory Academy  
 Phalen Leadership Academy  
 Southeast Neighborhood School of Excellence  
 Tindley Genesis Academy  
 Tindley Renaissance Elementary

## Parochial Schools:

St. Luke Catholic School  
 St. Louis de Montfort Catholic School  
 St. Maria Goretti Catholic School

## Noblesville Schools:\*

Hazel Dell Elementary ★  
 Hinkle Creek Elementary ★  
 Noble Crossing Elementary ★  
 North Elementary ★  
 Promise Road Elementary  
 Stony Creek Elementary ★ ★  
 White River Elementary

## North West Hendricks School Corp:

North Salem Elementary (also providing an early childhood program at this site)  
 Pittsboro Elementary ★

## North Montgomery School Corporation:

All elementary schools served at Northridge Middle School

## Shelbyville Central Schools:

Coulston Elementary  
 Hendricks Elementary (also serving Loper Elementary)

- ★ 21<sup>st</sup> Century Community Learning Center
- ★ Licensed Program
- ★ Accredited by the Council on Accreditation

\* After 28 years of partnership, we bid a fond farewell to Noblesville Schools midway through the 2017-2018 school year. We'd like to thank Noblesville Schools for allowing us to provide services to their families over the years.

## Participants and Sites

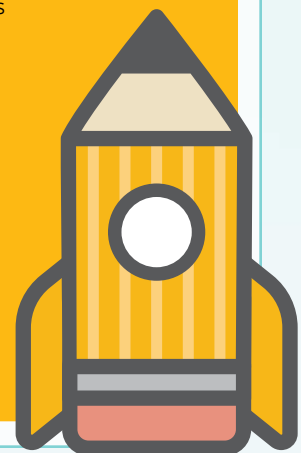
Total enrollment for FY18	3,519
Number of children receiving funding/scholarships	840
Number of summer sites in 2018	6
Number of before-/after-school sites in FY18	45
Number of early childhood sites in FY18	1
Percent of students served with a special need that required a plan of care, which can include allergies, asthma, ADHD, and autism	32%

## Board Members 2017-2018

Dr. Victoria Davis, *President*  
 Andrew Hedegard, *President-Elect*  
 Justin Hayes, *Treasurer*  
 Sandy Dale, *Secretary*  
 Lisa Blankman  
 Amber Boyd  
 Yalonda McTush Brown  
 Lt. Russell Burns  
 Charles Bush  
 Aaron Coleman  
 Jeff Curiel  
 Josh Doty  
 Beth Eiler  
 JD Ford  
 Margaret Higgs  
 Gurinder Hohl  
 Laura Tagliani

## Volunteers 2017-2018

Ian Andrews  
 Brynn Baker  
 Mary Cerajewski  
 Allyssa Chang  
 Michael Kammes  
 Denver Kirschling  
 Courtney Lambert  
 Zach Langbehn  
 Nancy Mallon  
 Erika Motley  
 Jenn Niemeyer  
 Dawn Nickolaus  
 Scott Shaner  
 Jill Terry  
 Brian Whitman



## Strategic plan accomplishments

This fiscal year marked the end of our three-year strategic plan. We are excited to share that one of the goals from the plan that we accomplished was to increase enrollment by 3% annually. Not only did we achieve a 3% increase over the three-year period, but we saw a 4% increase in FY18 over FY17. These increases mean that more students have the opportunity to learn and explore in a safe environment outside of the school day.

Another of our goals targeted program delivery in order to strengthen curriculum offerings, better illustrate outcomes and support schools and the community. To that end, we sought and received a \$50,000 Lilly Endowment Inc. grant to review capacity across AYS sites, refine curriculum focus and expectations for staff and improve curriculum delivery across the board. The grant began in September 2017 and will conclude December 2018. We will begin piloting the new curriculum approach in January 2019 with the first of a three-phase implementation plan beginning August 2019.

The strategic plan also focused on recruitment and retention. Accomplishments from this goal included updated paid time-off and holiday policies, new employee recognition efforts and an updated employee handbook.

Related to our goal to increase visibility as a leading provider of out-of-school time programs, AYS' social media following continues to grow, as do corporate partners and sponsors.

Finally, we achieved our goal to increase financial stability through diversified funding streams and strengthened financial management processes. This has been evident through a reduction in bad debt by 59% from FY17, a 36% increase in fundraising from individuals, private foundations and corporations and securing a four-year 21st Century Community Learning Center grant that will support five AYS sites in the coming years.

## AYS becomes after-school provider for two Tindley schools with support from United Way

Just before school began for the year, news spread that Forest Manor Multi-service Center would soon close its doors, eliminating vital services including after-school programming for several schools. United Way of Central Indiana led the charge to ensure the families in need of these services did not miss out, and AYS stepped in to offer after-school programming at two of the schools when their doors opened in August 2017: Tindley Genesis and Tindley Renaissance, both charter elementary schools under the Tindley Accelerated Schools umbrella. In order to offer a rate in line with what families currently paid, United Way granted funds to AYS to offset start-up and operations costs for the first year, allowing AYS to waive registration fees and provide a rate 50% below the standard rate for after-school programming at its other charter school sites. In total, 144 children were served through these two sites.



## 2017 Lights On Luncheon: A Celebration of Afterschool

AYS held its second annual Lights On Luncheon: A Celebration of Afterschool on October 25, 2017. Presented by Teachers Credit Union, the event gathered nearly 170 adults from the community, and 12 children from various AYS program sites, to celebrate the importance of out-of-school time programs. The luncheon, which featured keynote speaker Eric Rowles of Leading to Change and emcee Rafael Sanchez from RTV6, raised over \$24,000 for the Ellen Clippinger Financial Assistance Fund that helps low-income families more easily afford our programs.



**LIGHTS ON  
LUNCHEON**  
A Celebration of Afterschool



## STEAM Week supported by Corteva Agriscience and Broad Ripple Kiwanis

This was the third year for AYS STEAM Week. STEAM (science, technology, engineering, arts and math) helps students develop interest in STEM fields and the arts through high-quality, inquiry-based activities. STEAM Week is offered monthly throughout the school year and focuses on a different theme each month. This year's themes included toymaking, culinary arts, puppetry and architecture.

Donations from Corteva Agriscience and the Broad Ripple Kiwanis Club and Foundation supported STEAM Week activities throughout the school year. These generous donations benefited nearly 500 students at multiple AYS sites.

The AYS administrative team provided monthly trainings for staff on STEAM curriculum, and our staff members enjoyed the additional training and resources that helped them successfully deliver the courses. Students got a fun boost from the hands-on activities that combine STEM and art.



*"The AYS staff is friendly, collaborative and works hard to bridge the connections between school, home and AYS."*

Jana Anderson, Principal, Gold Academy

# Kids Care Week supported by Summer Youth Program Fund

AYS kids at each of our six Camp AYS sites got a taste of philanthropy during “Kids Care Week,” one of the weekly themes chosen for campers in 2018. During these weeks, each camp chose at least one charitable organization that would benefit from their time and effort.

For example, campers at Pittsboro Primary chose to make dog treats and cat toys to donate to a local animal shelter. A hands-on project like baking dog treats allowed the children to become directly engaged in the activity. Two representatives from a local animal shelter visited the camp and spoke about responsible pet ownership.

In addition, some of the campers at School 70 chose to make care packages benefiting the Hoosier Veteran Assistance Foundation (HVAF). Camp Director Ty Straughan noticed the effects the project had on the campers. “It got their attention,” she said. “They loved writing the letters.” Many of the campers talked about decorating cards for HVAF and being able to personally reach the people for whom they made these packages.

Each Kids Care Week project was designed to incorporate a field trip to the benefiting organization and/or a visit from a representative of the organization. Additional organizations that felt the impact of our AYS kids included Keep Indianapolis Beautiful, Gleaners Food Bank and Humane Society of Indianapolis.

Kids Care Week projects at Marion County sites were supported by grants from The Summer Youth Program Fund, a fund of the Indianapolis Foundation and from Lilly Endowment Inc. On top of the projects themselves, the funding supported a partnership with Youth Philanthropy Initiative of Indiana (YPII), which provided training for camp staff and sent two presenters to each camp to teach campers about philanthropy and the use of their time, talent and treasure to help others.



## Expanded opportunities at Clarence Farrington School 61 thanks to Pacers Foundation

A generous grant from the Pacers Foundation allowed AYS to purchase new art supplies, physical activity equipment and storage for the AYS program at Clarence Farrington School 61, a school AYS began serving in the 2016-2017 school year. In addition to supplies and equipment, the grant supported AYS' partnership with Peace Learning Center and Arts for Learning to provide activities for the children focused on social emotional learning. Peace Learning Center also held training for AYS staff in restorative practice and restorative justice. "Family Nights" were incorporated into programming throughout the year to engage parents along with the children. These evenings offered families a dinner and a social space for them to interact.





# The Journey fellowship programs: Exploration and renewal in the field of youth work

“The Journey” is celebrating 16 years of serving youth workers throughout Indiana from every sector of the youth development field. Over 1,000 youth workers have experienced The Journey, which added 24 students, 26 new professionals and 28 executives in the 2018 class. Four Journey Fellows were recognized on a national level by the Association of Child and Youth Care Practice, with Pam Clark and James Boyd receiving Lifetime Achievement Awards and Ryan Sims and Jan Smither receiving the Carol Kelly Newcomer Award. A highlight of this year included the 2017 International Youth Worker Symposium on the Sea where 134 youth workers and family members from four different countries and eight states spent a week renewing, connecting and learning about youth work around the world. Working to continue to grow the field, The Journey supported 55 Journey Fellows in obtaining the Child and Youth Care (CYC) credential. The Journey is made possible with funding from Lilly Endowment Inc.



*Our AYS program and personnel do an excellent job of supporting the mission and goals of our school. They are open to new ideas and always support the school.”*

**Maravene Inman, Principal, John Strange Elementary**

## Financial Management

Fiscal Year 2018 was a year of transition for AYS. As AYS exited Noblesville Schools in December 2017, AYS' net parent fees fell by \$407,633 (a 9% decrease from FY 2016). Government grant funding also decreased by \$345,616 (38%) due to planned decreases in 21st Century Community Learning Center funding and reduced CCDF revenue.

Despite these decreases, AYS was able to maintain a breakeven net margin through three quarters. In the fourth quarter, AYS made strategic decisions to increase its staffing to better prepare for the 2018-2019 school year when AYS would open four new sites. These investments allowed the organization to be in a better place to address challenges related to staffing and hiring infrastructure, which occurred at the beginning of the 2017-2018 school year.

The Journey continued operations in 2018 based on its grant that was funded and recognized into income in December 2016. Current year operations of The Journey brought the overall net loss for the fiscal year to \$678,651. Excluding The Journey activity, AYS would have experienced a net loss of \$36,612.



### INCOME

#### Earned Revenue

Parent and Registration Fees	\$4,384,654
Child Care Development Fund (CCDF) Vouchers	\$275,301
Professional Development	\$11,570
Miscellaneous Income	\$30,273

**Total** **\$4,701,798**

#### Public Contracts & Grants

Federal Government Grants	\$140,500
State Government Grants	\$142,370

**Total** **\$282,870**

#### Contributions

Individuals/Corporations	\$35,506
In-Kind Donations	\$20,579
Corporate & Foundation Grants	\$87,460
United Way	\$121,653
Fundraising and Special Events	\$44,022

**Total** **\$309,220**

**TOTAL INCOME** **\$5,293,888**

### EXPENSES

Programming	\$3,859,932
The Journey	\$642,039
Professional Development	\$42,190
Fundraising	\$184,475
General and Administrative	\$1,243,903

**TOTAL EXPENSES** **\$5,972,539**

### CHANGE IN NET ASSETS

Current Year - Unrestricted	(\$104,133)
Current Year - Restricted	(\$574,518)
Current Year - As Adjusted	(\$678,651)

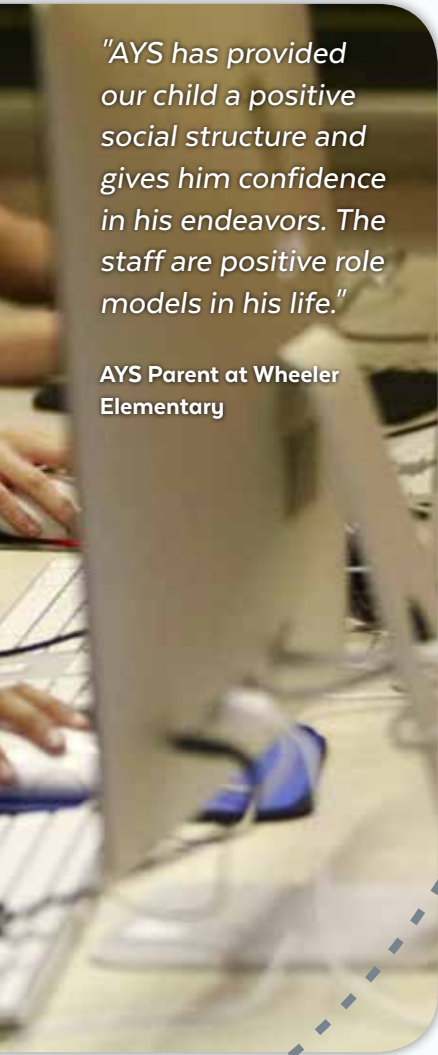




## Grants Received

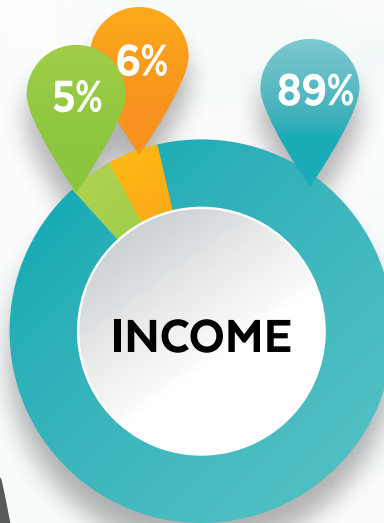


500 Festival Foundation  
 Afterschool Coalition of Indianapolis  
 Family and Social Services Administration  
 Indiana Department of Education-  
 21st Century Community Learning Centers  
 JPMorgan Chase  
 Lilly Endowment Inc.  
 The Summer Youth Program Fund,  
 a fund of the Indianapolis Foundation  
 United Way of Central Indiana

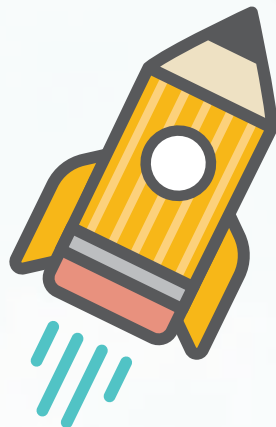


*"AYS has provided our child a positive social structure and gives him confidence in his endeavors. The staff are positive role models in his life."*

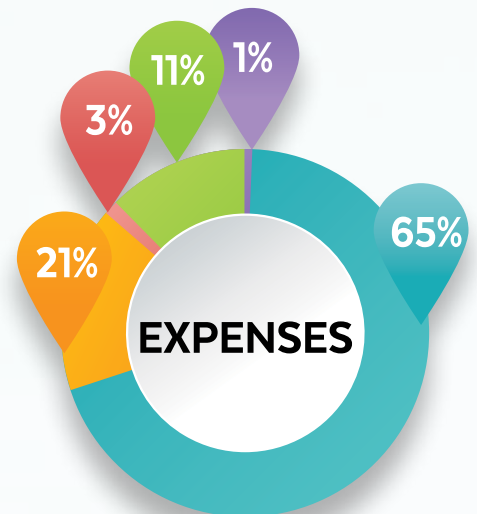
AYS Parent at Wheeler Elementary



- Earned Revenue
- Contributions
- Public Contracts



- Programming
- General & Administrative
- The Journey
- Fundraising
- Professional Development





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Nonprofit Org.  
U.S. POSTAGE  
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Indianapolis, IN  
Permit No. 9502

AYS programs at your school ensure happier, safer, more engaged, higher-achieving kids!

AYS enriches the learning and well-being of children in a safe, caring and fun environment outside of the school day.



AYS is proud to be a United Way of Central Indiana partner agency.

## Contributions

### Individual Donors

Carrie S. Alumbaugh  
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Mara Hoberty  
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Tina Noel  
Brian Whitman

### Organizations/Group Donors

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Classical Music Indy  
Corteva Agriscience  
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