

Building **GREAT FUTURES** *for* **AMERICA'S YOUTH**



**BOYS & GIRLS CLUBS
OF AMERICA**



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OF AMERICA**

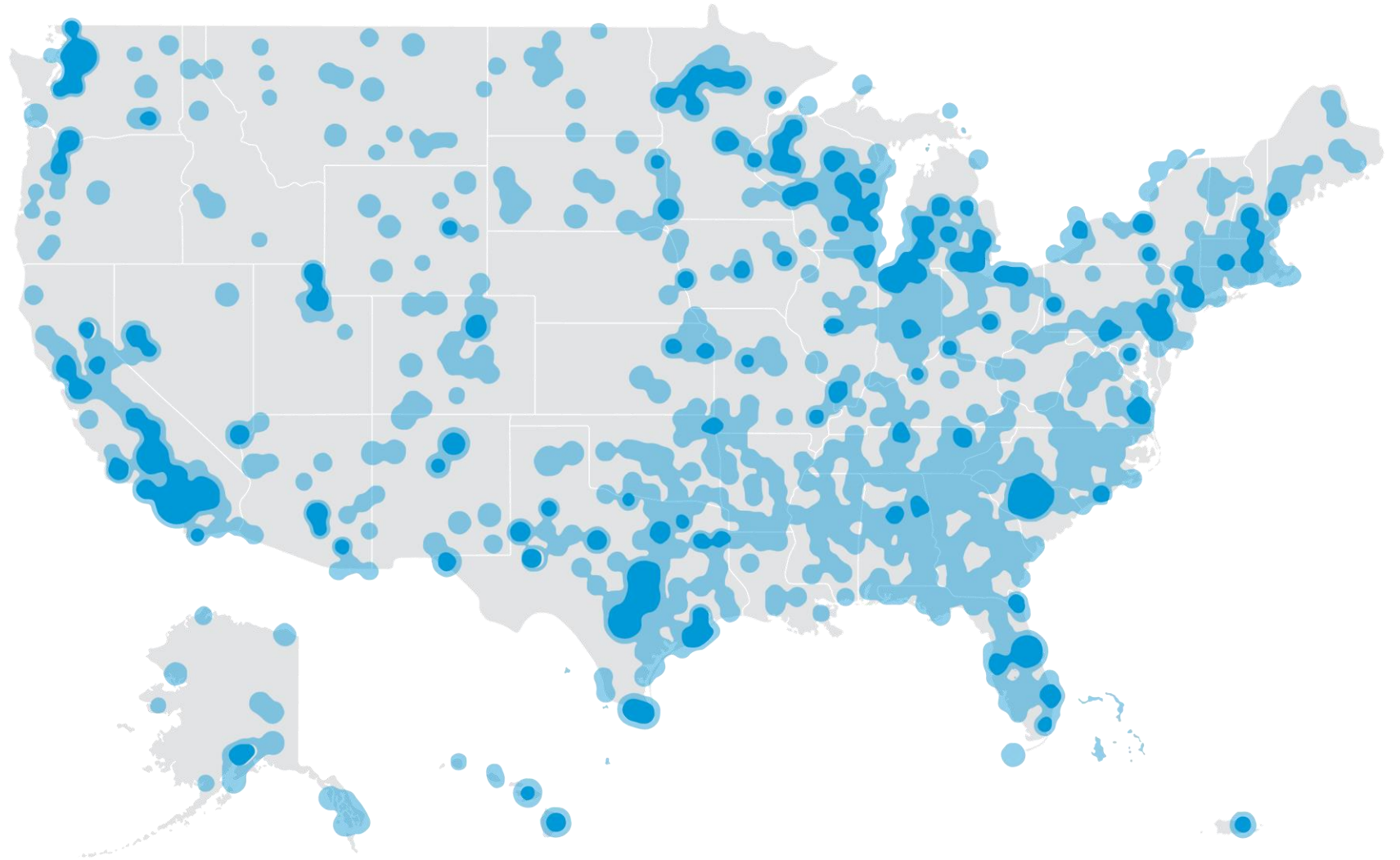
A background image showing two young people, a girl and a boy, walking through a glass door. The girl is on the left, smiling, and the boy is on the right, looking down. The entire image is covered with a semi-transparent blue overlay.

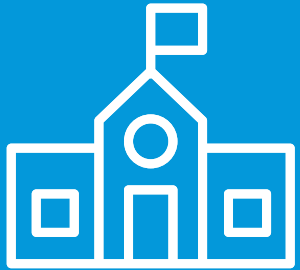
Our Mission

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

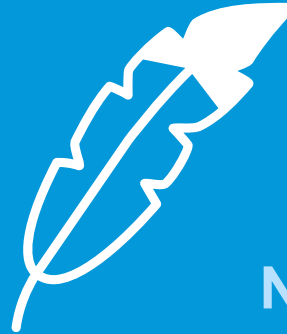
Safe Places

**4,700+
CLUBS**





More than
1,600
School-based
Clubs

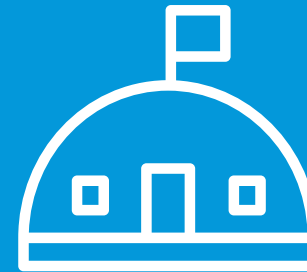


177
Clubs on
Native lands

More than
1,100
Rural Clubs



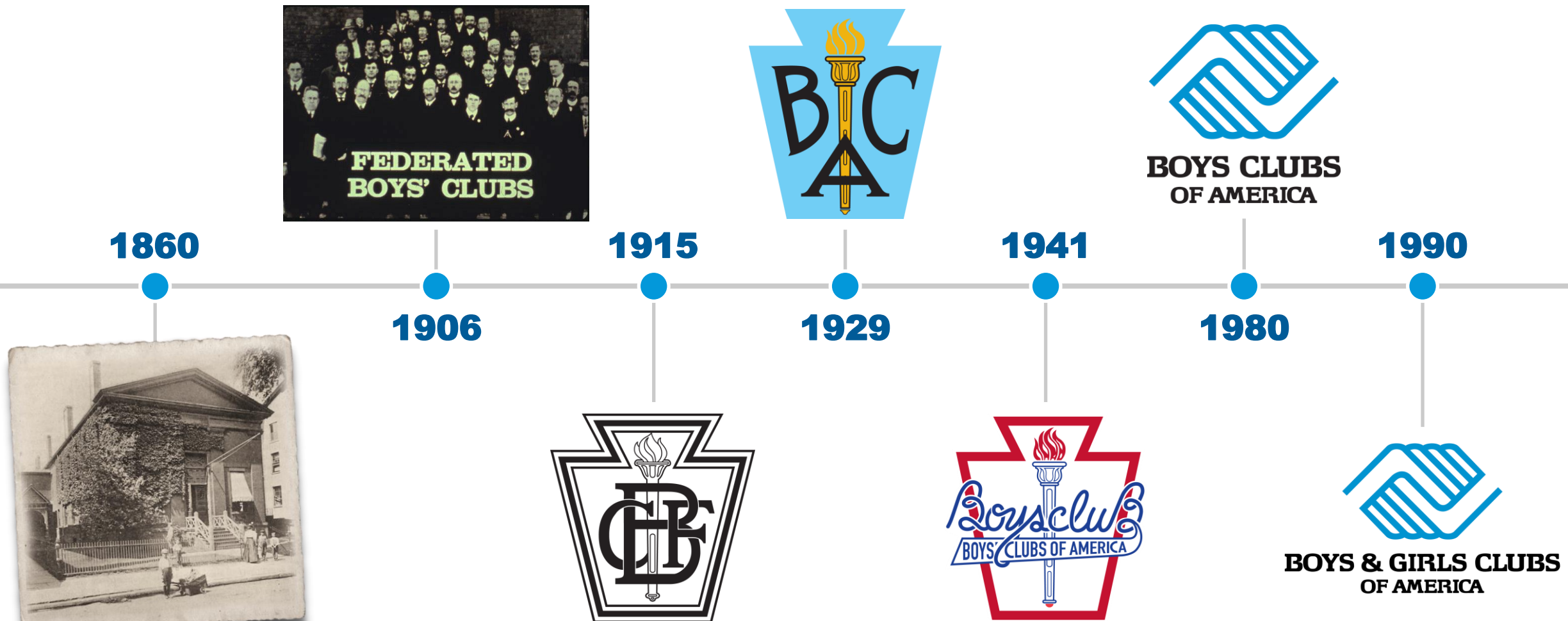
Almost
500
U.S. Military installations



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**Whatever
It Takes to
Build Great
Futures.**

Our Evolution



Member organizations have control of their own affairs

SAFETY

1



COMPLIANCE

2



FINANCES

3



PERSONNEL

4



Our Service Delivery Model



**Capable
Leaders**

**Strong
Clubs**

**Powerful Club
Experience**

**Lasting
Impact**

BGCA Purpose

Work in partnership with member organizations and other stakeholders to increase the Boys & Girls Club Movement's reach and influence.

Strengthen Organizations

Identify and develop talent

Support local planning

Provide standards, training, tools,
resources, and support

Raise pass-through funds

Expand the Movement

Build brand equity

Facilitate Movement-wide planning

Develop partnerships, innovations, and
evidence-based approaches

Advocate for youth development

Case Study Great Futures Impact Plan

The Context

- **Inconsistent Club performance**
- **New CEO turnover @ 40%**
- **Complexity and age of the federation**
- **Scale of the organization**
- **20 years of prior growth**
- **Diversity of Club organizations**
- **Lack of data on youth outcomes**
- **New learning about the role of regular attendance**

Goals

Increase Impact – Club members will perform 10% higher than local and national benchmarks in key outcome areas

Measure Outcomes – Measure outcomes using common indicators in 80% of Club organizations

Grow Strategically – Increase average daily attendance by 50%

Increase Organizational Capability – Build board and executive leadership capabilities

Build Fundraising Capacity – Increase total revenue by 30%

GREATFUTURES
IMPACTPLAN



Our Approach

- **Customized supports**
 - **Updated service delivery model**
 - **Owning the complexity at the national office**
- **Focus on data**
 - **Common approach**
 - **Common measures**
 - **Common systems**
- **Culture shift**
 - **Shared accountability**
 - **Data-driven decision-making**
 - **Driving value to local Clubs**
 - **Focused planning at all levels**

Specialized Services

Metro
Services

Club
Advancement
Services

Native
Services

Military
Services

Regional Services

1

2

3

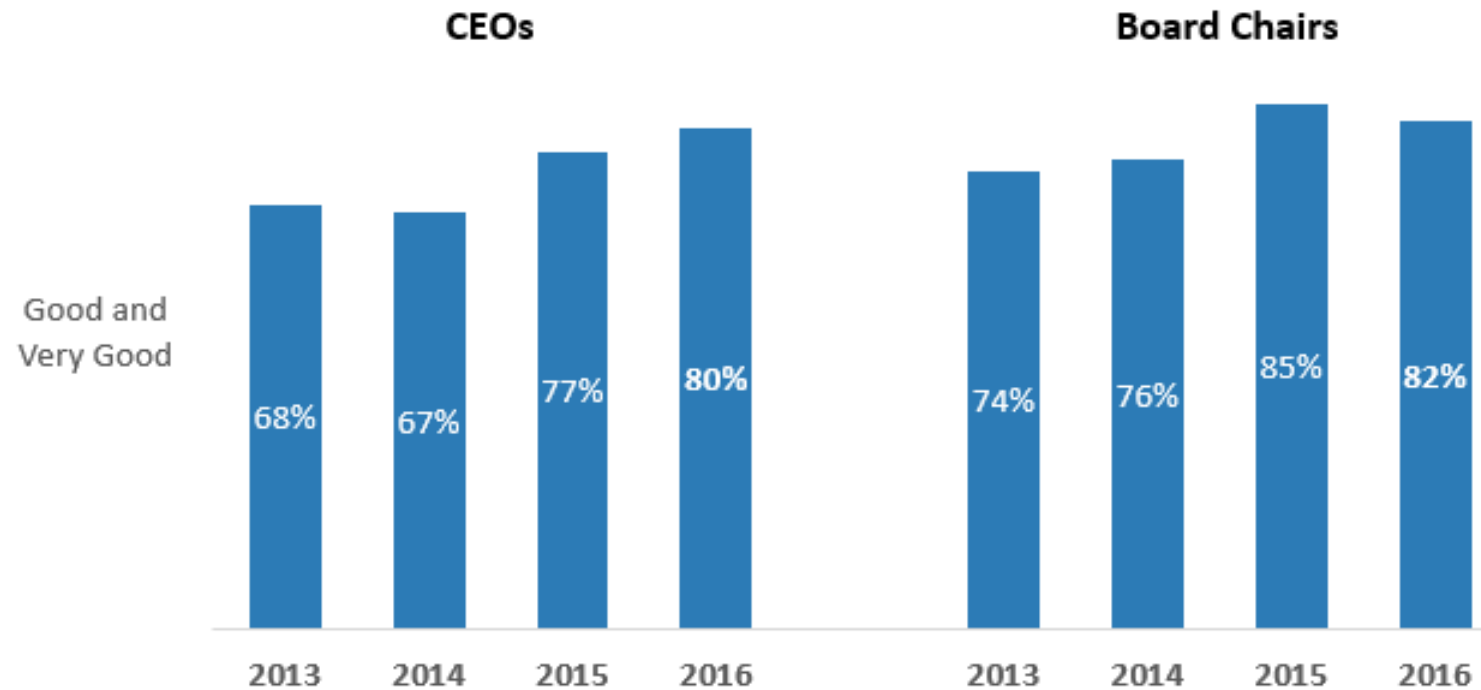
4

5



Formula for Impact

Measuring Value – Quality of Services



Key Accomplishments

Increase Impact - Launched and scaled a national STEM strategy, increasing participation in STEM programming by 159%

Measure Outcomes - Developed and scaled a national outcome measurement system, National Youth Outcomes Initiative, enabling 94% of Clubs to measure program quality and youth outcomes

Grow Strategically - Grew average daily attendance by 70,000 youth, serving more young people than ever before

Increase Organizational Capability - Established a full leadership development continuum for Club executives and staff, reducing first-year Club CEO turnover by 30%

Build Fundraising Capacity - Established a resource development capacity building program, Advancing Philanthropy for local Clubs, growing total annual Club revenue by \$452M (+32%)



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IMPACTPLAN



The Next Chapter Great Futures 2025

The Context

- **Inconsistent Club performance**
- **Complexity, scale and diversity**
- **Lack of real time data**
- **New learning about the role of quality**
- **Nature of our workforce**
- **Increased need for digital**

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A High-Quality Club Experience Drives Positive Outcomes for Members

Teens (16 and older) who report an optimal Club Experience are:

46%

more likely to volunteer on a monthly basis

41%

less likely to get into a physical fight

40%

more likely to be on track to graduate from high school on time

19%

less likely to ever skip school

18%

more likely to expect to attend college



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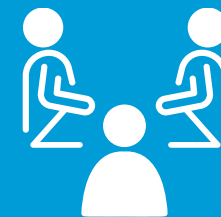
68K

Professional Staff



457K

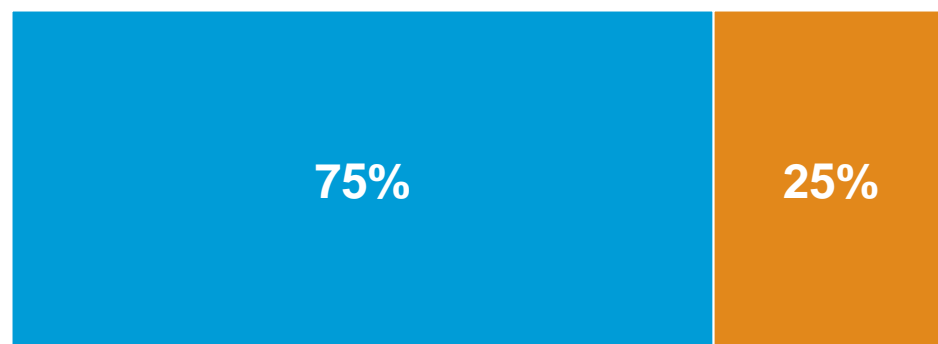
Volunteers



23K

Board Members

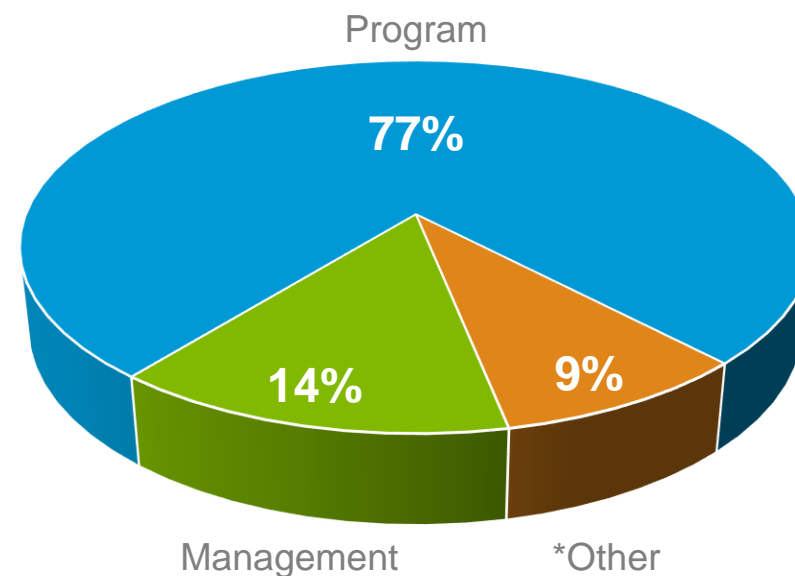
Employment Hours



Part Time

Full Time

Staff Position



*Other Staff includes clerical staff and maintenance personnel



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Great Futures 2025

It's about creating the
strongest Clubs and the
best experiences.

Purpose

To inspire and empower Club youth to achieve success and champion opportunities for all young people in America.

Priorities

- Strengthen Organizations
- Improve Program Quality
- Advocate for Youth Development
- Reach More Youth
- Strengthen the Movement

We Aspire To

- Deliver high-quality experiences that support life and workforce readiness in every Club.
- Double our reach.

Planning in a National Network



Establish the direction

Make annual updates

Champion the plan with others

Great Futures 2025 Planning



Scaling Impact – What it Takes

- Standards, data/assessments and the right accountability
- Accessible and valuable learning experiences
- Segmentation (best practices, models, communications)
- Common systems (with flexibility)
- Early engagement of the right stakeholders

Focus • Trust • Leadership

Purpose – people are compelled to change when they believe something is important;

Required Skills – employees may require new skills to make changes to their behavior;

Reinforcement Systems – ongoing processes and incentives must be consistent with the desired behaviors; and

Role Modeling – seeing others behaving in ways that are consistent with desired behaviors



Thank you!