



2019 Funding Request

Presented to:
CRY America





Across the country and on U.S. military installations worldwide, more than 4,300 Boys & Girls Clubs enable the youth who need us most to reach their full potential. Investing in Club professionals is our greatest opportunity to advance the strength and effectiveness of those Clubs, fostering the culture of learning and continuous improvement that is needed to achieve life-changing youth outcomes.

Boys & Girls Clubs of America (BGCA) is proud to have the opportunity to partner with CRY America again in 2019. Building on the progress we made in 2018, your support will help launch our bold new strategic plan, Great Futures 2025. It will not only provide resources and opportunities to kids and teens directly but will also grow the capacity of Club professionals to serve youth and foster a high-quality Club Experience. The following request outlines the vision we have for 2025 and other opportunities you can support through BGCA.

Great Futures 2025

As we look to the future, implementing our Great Futures 2025 Campaign will fuel the resources necessary to reach two powerful goals, transforming generations:

1. **We aspire to double the number of youth we serve from 4.3M to 8M annually.**
 - a. Twice as many kids will participate in a high-quality Club Experience daily, growing from 460,000 to 1M, supported by youth development professionals who drive positive youth outcomes.
 - b. Through industry-leading digital platforms, we will expand youth opportunities beyond our walls to make the support, activities and fun of a Boys & Girls Club accessible to all kids, anytime.
 - c. We will maximize the power of local and national partnerships, scaling collaborations with schools and other community partners to expand our reach and deepen our programming.

2. **We will deliver high-quality experiences in life-readiness and workforce development in 100% of our Clubs.**
 - a. Club kids will build the skills they need to become resilient leaders prepared for an ever-changing workforce.
 - b. World-class Club leaders will be equipped to leverage technology and data, accelerating youth achievement through an outcome-driven approach.
 - c. Communities across the nation will prioritize out-of-school time, partnering with Boys & Girls Clubs to ensure all kids and teens have the access, support and opportunities they need to achieve great futures.

By ensuring that a greater number of youth have access to a high-quality Club Experience, we can close the opportunity gap for underserved kids and teens, preparing them to be catalysts for change. To achieve these goals, we are committed to focusing our efforts, work and resources on the following strategic priorities:

- **Strengthening Organizations:** Creating sustainable impact for young people requires strong leadership, capacity and capability at every Club organization and at the national organization — from the board room to the gamesroom to the computer lab.
- **Increasing Program Quality:** Whether a child enters a Club in Alaska, Illinois or Florida, we know we are accountable for providing a high-quality program experience that makes a dramatic and sustained difference in their lives. We're implementing a continuous quality improvement process that will shape, share and scale youth development best practices to improve quality across our more than 4,300 Clubs.
- **Advocating for Youth Development:** To ensure youth issues are at the forefront of conversations in every community and on Capitol Hill, Boys & Girls Clubs of America will elevate youth voice and out-of-school time programming, becoming the go-to partner elected officials need to keep their communities safe and prospering economically.
- **Reaching More Youth:** We will accelerate growth in pursuit of the vision that every child growing up in America has access to a life-changing Club Experience. This includes establishing dynamic partnerships with



public and private institutions nationally and locally as well as the development of a revolutionary digital Club Experience.

Together, we must work toward our shared goals as we equip young people to become the problem-solvers, innovators and leaders who shape our world.

2019 Opportunities

Your longtime support of BGCA has provided critical resources and experiences to Club youth across the nation. As we look forward, we recognize the critical role Club professionals play in the success of our kids and teens. **BGCA respectfully requests a gift of \$20,000 for one year to support general operations of our Leadership Development Strategy. In partnership with CRY America, we aim to develop and empower frontline staff by focusing on professional development.**

The Club Experience is created by the more than 60,000 professional staff that work in Clubs. Yet studies show that, compared to the private sector, nonprofits significantly underinvest in leadership development. At BGCA, we're changing that dynamic and setting a new standard. We've developed a Leadership Development Strategy that focuses on staff — from leadership to Club Directors to frontline staff — to develop Club leaders and facilitate a Club environment where staff and kids thrive.

Club leaders indicate that training for youth development professionals is one of the most important services BGCA provides. In fact, we know regular training and the execution of a professional development plan for staff creates better outcomes for youth. When staff report receiving and benefiting from training and professional development plans, more Club members report an optimal Club Experience. Based on 2017 National Youth Outcomes Initiative data, Clubs that had staff who received beneficial instructor-led training report optimal Club Experience rates that are seven percentage points (or 16 percent) higher than Clubs that did not receive the same training.

Our Leadership Development Strategy is a continuum of professional development resources that identifies core strengths and development areas and provides a continuous improvement journey. Over time, **this will help establish attractive career pathways for frontline employees to grow in their roles at Boys & Girls Clubs. These efforts can be valuable in the recruitment, development and retention of top talent, critical to the success of Club youth.**

Your gift will fuel resources like the Club Directors Academy, a competency-based professional development system that identifies core strengths and development areas and provides a continuous improvement journey. A three-day training component empowers Club leaders to strengthen the Club Experience of their Clubs, engage with high-quality youth development practices, challenge and develop personal leadership practice and create an implementation plan for continuous quality improvement. Club directors learn about key management and leadership practices that, when used consistently, build the capabilities of their staff to perform at their highest levels. Participants leave the program with a personal development plan and a plan of action for their Club, tools to train their staff on how to implement a high-quality Club Experience, as well as observation and coaching techniques for how to deepen the impact of staff interactions.

The Youth Development Institute (YDI) is another powerful resource that supports Club staff in establishing and sharing youth development best practices. The YDI is an interactive, hands-on professional development opportunity that provides Club staff with practical skills to improve the quality of interactions with youth. Using the Youth Work Methods from the industry-leading David P. Weikart Center for Youth Program Quality, BGCA designed the YDI to leverage this research-validated youth development approach and integrate planning with Club best practices.



YDI participants learn foundational skills to improve youth development practices and ultimately improve members' overall Club Experience. By the end of the institute, participants will be able to:

- Create a positive Club community where youth feel supported
- Increase youth engagement
- Create programs and experiences that encourage youth voice
- Decrease conflict and behavioral issues in the Club
- Design effective structures that promote social and emotional learning
- Gain valuable skills for implementing high-quality programming

When local leaders galvanize and align their teams, they foster an environment and facilitate experiences that support young people in achieving great futures. The Leadership Development Strategy empowers Club professionals to acquire the skills, tools and knowledge they need to ensure every kid who enters a Club has a high-quality Club Experience, affecting meaningful change to millions of youth. Together, we can significantly impact the trajectory of our nation's youth, and as a result, our country. Thank you for your consideration.