



BOYS & GIRLS CLUB MOVEMENT

# GREAT FUTURE 2025

## FREQUENTLY ASKED QUESTIONS

About Great Futures 2025..... 1

Governance..... 6

The Club Experience..... 8

Data..... 11

Program Quality ..... 13

Support from BGCA ..... 14

Innovative Operating Models..... 18

More Information ..... 22

### About Great Futures 2025

#### What is Great Futures 2025?

Great Futures 2025 is the strategic plan for the Boys & Girls Club Movement that will enable our collective success through 2025. Building upon the Great Futures Impact Plan, which concludes in 2017, Great Futures 2025 provides a strategic direction that aligns our priorities as a Movement around a shared purpose and goal, while enabling Club organizations to directly meet the needs of the youth they serve within the model best suited for their communities.

Great Futures 2025 is centered on fulfilling this purpose: to ***inspire and empower Club youth to achieve success and champion opportunities for all young people in America.***

It will be implemented through four strategic priorities, which provide direction to our actions and ensure our efforts fulfill our stated purpose:

- Increase Program Quality
- Strengthen Organizations
- Advocate for Youth Development
- Reach More Youth

The plan’s goal is focused on delivering increased outcomes for America’s youth – more specifically, to increase the collective percentage of Club members reporting an optimal Club Experience to 75% by 2025.



BOYS & GIRLS CLUB MOVEMENT

# GREAT FUTURE 2025

## FREQUENTLY ASKED QUESTIONS

### **What are Club organizations being asked to do now?**

The Great Futures 2025 Strategic Direction outlines the plan's purpose, priorities and goal, and will remain constant throughout the duration of the plan. **Member organizations are asked to affirm the strategic direction before or during the 111<sup>th</sup> National Conference in May 2017.** Information on how to affirm the direction electronically will be provided to Club organizations in late February. A paper ballot option will be provided during the conference.

Club organizations are encouraged to review and discuss the Great Futures 2025 Strategic Direction prior to providing their affirmation. To enable a discussion with board members, a discussion guide for board chairs is available at [BGCA.net/GreatFutures2025](http://BGCA.net/GreatFutures2025). Included is an overview video, a discussion worksheet and a board resolution to affirm the strategic direction.

Other available Great Futures 2025 resources include the Operational Framework and Reference Guide. The Great Futures 2025 Operational Framework provides more details for implementation, including plans for 2018 through 2021, that will be reviewed and updated annually based on progress and feedback. The Reference Guide provides additional information on topics related to the plan, including the Club Experience and the National Youth Outcomes Initiative (NYOI).

### **What roles do Club organizations and BGCA play in Great Futures 2025?**

Great Futures 2025 provides a strategic direction that aligns our priorities as a Movement around a shared purpose and goal, while enabling Club organizations to directly meet the needs of the youth they serve within the model best suited for their communities. Great Futures 2025 is achieved through a collective, collaborative call to action to focus on quality, strengthening organizations, advocacy, and, ultimately, growth, while continuing to customize services to meet the needs of the diverse communities served.

The role of Club organizations is to align their own strategic and operating plans with the purpose, priorities and goal of Great Futures 2025 to optimize the plan for their communities.

The role of BGCA is to provide Club organizations with the right tools, training, measurement, resources and coordination to enable national impact. BGCA works in partnership with local Clubs to support their work, share promising practices, and find



the best approaches to achieve success across the wide range of communities Clubs serve.

### **How has feedback from Clubs impacted the plan?**

Great Futures 2025 has been shaped in partnership with Clubs throughout a two-year planning process. An initial version of the strategic direction was published in May 2015, and reviewed by Area Councils in the summer and fall of 2015. Their feedback led to changes in the purpose statement and added further definition to the four priorities. It also guided the development of the revised strategic direction paper, released in May 2016.

The strategic direction has been validated and shaped in partnership with Clubs through critical input, dialogue and feedback via town halls at Area Council meetings across the country; general sessions, learning teams and feedback discussions at regional leadership conferences; a Major Metro conference with more than 80 Club leaders and board members; and a planning retreat with 20 emerging leaders within the Movement. The direction has been informed by focus groups with local board members, through insight and input provided via an online community, and review feedback on a white paper.

### **Why does the plan have a purpose statement?**

The entirety of Great Futures 2025 is centered on fulfilling this purpose: ***to inspire and empower Club youth to achieve success, and champion opportunities for all young people in America.*** The purpose statement directs how we organize and focus our collective work into the next decade.

Viewed as a continuum, the purpose statement is directly tied to our mission and vision (which have not changed). At one end is achieving our vision for the young people currently served by Clubs, by focusing on the programming and opportunities provided through the Club Experience. At the other end of the continuum is our mission, representing our aspiration for all youth in America, especially those who need us most. As Clubs increase their capacity to inspire and empower young people, we will expand efforts to champion opportunities for all youth in America.

The purpose statement was developed in partnership with Clubs and underwent several iterations. A draft statement was established by the Planning Commission at their first meeting, and reviewed by Area Council groups in the summer and fall of 2015. Based



BOYS & GIRLS CLUB MOVEMENT

**GREATFUTURES  
2025**

**FREQUENTLY ASKED QUESTIONS**

on the feedback, the Planning Commission revised the purpose statement, sharing the next iteration with Area Council groups in the winter and spring of 2016 for discussion. This version was met with positive feedback, and is the statement reflected in the strategic direction.

**How was the goal of “increasing the percent of Club members reporting an optimal Club Experience to 75%” developed?**

BGCA’s research and analysis of NYOI data indicates that a high-quality Club Experience helps drive more positive outcomes for youth, and may increase their attendance, participation and retention. Great Futures 2025 is about delivering increased outcomes for America’s youth, so the main metric of success focuses on improving members’ perception of the Club Experience.

The Club Experience indicator is a measure of quality from a Club member perspective. This indicator is a tool that enables Clubs to gauge the types of experiences that members are receiving, to celebrate bright spots, and to identify growth opportunities. It also enables Clubs to adopt a continuous quality improvement mindset and system.

As a Movement, we aspire to create a high-quality Club Experience for every young person who enters our Club doors. Practically, however, the Planning Commission identified 75% as a collective goal for the plan, doubling the current score. Currently, 37% of Club members collectively report having an optimal Club Experience. Among Clubs, we find a tremendous amount of variability on this indicator. Some Clubs have very small percentages of members who perceive their experience as optimal, while other Clubs have large percentages of their members reporting that their experience is optimal.

While achievable, this goal is bold, representing a significant increase from where Clubs are presently. Our plan calls for us to be very aggressive in the first years by focusing on the first two priorities – Improving Program Quality and Strengthening Organizations – with a target of reaching 56% of Club members reporting an optimal Club Experience by spring of 2020.

**Why is the focus only on the top category (optimal/doing great) of the Club Experience indicator?**

The Club Experience indicator provides information about members’ perceptions of the positive youth development experiences they are having at their Club. On the NYOI



BOYS & GIRLS CLUB MOVEMENT

**GREATFUTURES  
2025**

## FREQUENTLY ASKED QUESTIONS

Member Survey, members respond to a series of questions about each component of the Club Experience, which is then scored separately based on the pattern of members' responses.

For each component of the Club Experience, members' responses are categorized as optimal, indeterminate or insufficient.

- *Optimal* indicates that the members' survey answers signal positive responses. It represents the experience necessary for members to fulfill their developmental needs and achieve priority outcomes.
- If members' survey answers signal disconcerting or troubling responses for the measure, their Club experience is rated *insufficient*.
- *Indeterminate* signals a mix of responses that do not clearly align members to the other two categories.

Of these three, *optimal* is the highest category and is associated with positive youth outcomes. BGCA's research and analysis have shown that children and teens who have a high-quality Club Experience also achieve stronger outcomes. Members who report having the highest-quality experience benefit more and are better equipped to thrive. Conversely, if members report that their Club Experience is inadequate, those youth are less likely to return to the Club, which puts them at risk for dangerous behaviors during out-of-school time. It is our goal that every young person who enters a Club has the highest-quality Club Experience possible.

### **NEW Does passing a board resolution affirming the plan mean we have voted in favor of the Great Futures Strategic Direction?**

No. The resolution indicates your organization's intent to vote in favor of the direction, but you will still need to vote in person at the National Council meeting during the National Conference in May, or in advance online or via proxy. The Planning Committee recommended that we should do more than just send out the information that would be voted on at the National Council meeting. The resolution provides an opportunity for organization leadership to have a group dialogue prior to determine if the organization will vote to affirm the strategic direction.



BOYS & GIRLS CLUB MOVEMENT

**GREAT FUTURES  
2025**

**FREQUENTLY ASKED QUESTIONS**

## Governance

### **Does the plan call for the end of the federated governance model?**

No. Our Movement's federated model, in which autonomous Club organizations work together on behalf of youth, has served us well for over 100 years.

The strength of our success lies in our deep roots in local communities and our collective scale across the nation. Foundational to our Movement is the ability for Club organizations to directly meet the needs of the youth they serve within the model best suited for their communities.

Great Futures 2025 seeks to build on this strength while increasing the impact of what we know to be true – a high-quality Club Experience helps young people achieve life-changing outcomes.

Furthermore, if the Movement wanted to make changes of this nature, local Club affiliates would need to make that decision, not BGCA.

### **Will adopting Great Futures 2025 mean we have any new membership requirements?**

No. No changes to membership requirements will be made without the full consultation and approval of the Club affiliates in our federation, and ***no membership changes are being presented at this time***. During the coming year, we will engage in dialogue as a Movement to consider changes that will better enable all Clubs to serve youth and communities.

By collectively affirming the strategic direction, we agree that Great Futures 2025 represents our strategic direction for the next eight years. The strategic direction aligns our priorities as a Movement around a shared purpose and goal, while enabling Club organizations to directly meet the needs of the youth they serve within the model best suited for their communities. Every organization is encouraged to review the plan and determine the best way to align their organization's strategy and operational plans with Great Futures 2025.

The plan's emphasis on program quality and training serves to strengthen Clubs' abilities to deliver dynamic experiences and opportunities tailored to the needs of their youth and communities. Through this approach, we can increase our impact and



BOYS & GIRLS CLUB MOVEMENT

# GREAT FUTURES 2025

## FREQUENTLY ASKED QUESTIONS

accelerate growth, thus assuring our continued relevancy, building credibility and providing a platform for advocacy.

To accomplish this, it may be necessary to review and update charter requirements in the future to ensure that, as a Movement, we are holding ourselves to standards that enable our footprint of Clubhouses to deliver the services our young people need and deserve.

### **What happens if my organization doesn't affirm Great Futures 2025?**

Every Club organization is encouraged to consider Great Futures 2025 when developing its strategic and annual operating plan. Each organization will determine the best way to meet the needs of young people in its community.

### **NEW How will Clubs pay for everything in the plan and the growth?**

The strategic direction includes several considerations related to financial resources to support the work of quality and growth. Two of the priorities are related to impact (Program Quality and Reach More Youth) and two of the priorities are related to supporting impact (Strengthen Organizations and Advocacy). Specifically, the plan includes:

- Training and resources to strengthen Club organizations' resource development capabilities
- Increasing the amount of pass-through dollars for Clubs
- Support and training for advocacy

### **NEW What is the cost of unit director training?**

BGCA will work to make the unit director training affordable. In 2017, Clubs will pay \$50 and the cost of transportation to and from the training. BGCA will cover all other costs.

### **NEW What are we doing in the 2025 plan to address unit director and staff turnover?**

The 2025 plan includes strategies that should help reduce turnover and make it easier to prepare new staff when it occurs. These strategies include developing strong leadership, building resources, and improving staff capabilities.



BOYS & GIRLS CLUB MOVEMENT

**GREAT FUTURE**  
**2025**

**FREQUENTLY ASKED QUESTIONS**

**NEW** Why aren't frequency of attendance or member retention highlighted in the plan?

Frequency of attendance and member retention are important measures and will continue to be part of our key performance indicators. Frequency of attendance is an important part of average daily attendance, just as member retention is a key strategy to growing teen membership.

## The Club Experience

### What is a high-quality Club Experience?

The Club Experience is a BGCA-branded term that refers to everything Clubs provide to young people. Through research and analysis, we've determined that a high-quality Club Experience is one in which members feel physically and emotionally safe, receive support and recognition from caring adults who set expectations for them, are provided opportunities to try new things, have fun, and feel a sense of belonging.

When Club staff intentionally focus on these youth development fundamentals and young people attend the Club more frequently, this combination drives stronger outcomes for youth in our three priority areas — Academic Success, Good Character and Citizenship, and Healthy Lifestyles.

New resources including training, program aids, quality program standards, staff practices and continuous improvement tools will support Clubs in providing a high-quality Club Experience.

### Why is the Club Experience important?

BGCA's research and analysis have shown that children and teens who have a high-quality Club Experience achieve stronger outcomes. Members who report having the highest-quality experience benefit more and are better equipped to thrive. Conversely, if members report that their Club Experience is inadequate, those youth are less likely to return to the Club, which puts them at risk for dangerous behaviors during out-of-school time. It is BGCA's goal that every young person who enters a Club has the highest-quality Club Experience possible.



BOYS & GIRLS CLUB MOVEMENT

**GREATFUTURES  
2025**

**FREQUENTLY ASKED QUESTIONS**

### **How do we measure the Club Experience?**

The NYOI Member Survey features a Club Experience indicator made up of multiple measures that provide insights into how members perceive the supports and connections they receive at the Club. These measures are based on the Five Key Elements for Positive Youth Development articulated in the Movement's Formula for Impact theory of change.

According to our 2016 NYOI findings, 37% of Club members report having a high-quality Club Experience. Based on how members answer the NYOI Club Experience survey questions, we are able to put them into three categories. Of these three categories, *optimal* is the highest category and is associated with positive youth outcomes.

Using the Club Experience indicator for strategic planning and action, BGCA is now focused on building local capacity to improve quality across all 4,300 Club sites. This will ensure that every Club member can report having a high-quality Club Experience and achieve positive outcomes.

### **What steps should Clubs take to strengthen their Club Experience?**

The Club Experience indicator is intended to be used for continuous quality improvement. It enables Clubs to gauge the types of experiences that members are receiving, to celebrate bright spots, and to identify growth opportunities.

Because the indicator is aligned to the Five Key Elements for Positive Youth Development, Clubs are able to relate the areas of improvement to youth development practices. This alignment lends itself to quality improvement and action planning that is tangible, actionable and directly linked to our mission. Additional tools to support continuous improvement, including a program quality self-assessment process based on evidence-informed youth development principles, will be made available.

BGCA has been able to identify links between certain staff practices and members' perception of the Club Experience through the NYOI Staff Survey. Our analysis of the combined data from the NYOI Member Survey and Staff Survey shows that certain staff practices enhance the quality of the Club Experience, and, in turn, a high-quality Club Experience drives more positive outcomes for members. More information on staff practices may be found in the Great Futures 2025 Reference Guide.



BOYS & GIRLS CLUB MOVEMENT

**GREATFUTURES  
2025**

## FREQUENTLY ASKED QUESTIONS

The most significant step Clubs can take to strengthen their Club Experience is to implement a continuous quality improvement process. Plans should be based on the unique circumstances of each Club site. Such an ongoing process includes:

- Using NYOI data, member interviews, quality program standards and other tools to annually make an assessment of program quality
- Prioritizing areas that need improvement and developing an improvement plan
- Implementing the plan
- Assessing the results and starting the cycle over again

### **NEW Why are we measuring the Club Experience?**

When plans for NYOI were being created, Club leaders felt strongly that the Club Experience (as defined by the Five Key Elements for Positive Youth Development) was an essential component of Club impact. They felt:

- We owed it to our members to consider their perceptions of the Club Experience.
- We needed to be able to demonstrate how the Club Experience impacts youth outcomes so that we can increase our impact on youth and remain relevant to funders and other stakeholders.

The data we have gathered over the past six years validates our belief in the importance of the Club Experience. It provides evidence that a high-quality Club Experience makes a significant contribution to achieving our priority outcomes.

### **NEW Why is there so much emphasis on the Club Experience score?**

Actually, there is no such thing as the Club Experience “score.” In fact, there are no “scores” associated with our youth members’ survey. Instead, the survey results reflect the percent of your Club members who report their perceptions about various aspects of the Club, including whether or not they are having an “optimal” Club Experience. Avoid thinking of the member survey as a test or similar vehicle. It is a survey; there are no scores.

### **NEW Will Clubs with a higher percent of Club members who report they’re having an optimal Club Experience receive more pass-through funding than those with lower percentages?**

No. There are no plans to base pass-through dollars solely on the percent of members who report having an optimal Club Experience. BGCA will actively seek partnerships that can help organizations improve the Club Experience, including talent development,



facilities and programs, and will seek resources and support for both capacity-building and innovation.

**NEW Will attaining a certain percent of members who report having an optimal Club Experience become a membership requirement?**

No. There is not a proposal to create a new membership requirement based on the percent of your members who report having an optimal Club Experience. The Club Experience measure is intended to be used for continuous improvement.

**NEW Will the Club Experience measure be used to determine when a merger is recommended?**

No. Many different factors – including child safety – will be considered before a recommendation that an organization consider a merger, strategic alliance, management agreement or other innovative operating model is made. In every case, the decision will be made by Club board and professional leaders.

**NEW Why is input from members an important component of our measurement strategy?**

The NYOI provides members with a voice, and is foundational to creating a positive youth development experience for today's youth and teens. Asking youth to provide their input elevates the importance of their voice, validates our commitment to them and contributes to their sense of belonging to the Club. While there are challenges to asking young people for input, in the end, their perceptions of their experience are the most important data we have.

## Data

**How valid is the NYOI Member Survey and the Club Experience indicator?**

The indicators used in the NYOI Member Survey, including the Club Experience indicator, were developed and tested by Youth Development Strategies, Inc. and the Institute for Research and Reform in Education. They are grounded in research and meet stringent statistical standards for validity and reliability. It is vitally important for Clubs to administer the survey as instructed by BGCA to protect members' privacy and confidentiality and preserve data integrity. Each year after Clubs complete survey administration, BGCA conducts several additional validity checks to ensure data quality before releasing the data to Clubs.



BOYS & GIRLS CLUB MOVEMENT

**GREAT FUTURE  
2025**

## FREQUENTLY ASKED QUESTIONS

### **What steps do Clubs and BGCA take to assure the quality of NYOI data?**

BGCA requires that all Club staff involved with Member Survey administration complete a BGCA-led training to prepare them to administer the survey properly and ensure the best possible results. Survey administrators must then complete a training questionnaire to demonstrate their knowledge.

BGCA also obtains institutional review board (IRB) approval for survey administration each year to ensure compliance with human subject research protocols.

Before BGCA releases Member Survey data to Clubs, we employ several validity checks to ensure data quality. BGCA removes survey results for:

- Members who reported they were not honest when providing answers
- Members who completed the survey in under six minutes
- Members who used pervasive patterning such as always selecting the second response for every question

Paper surveys are also removed if there is evidence of tampering with the return box or privacy envelopes.

Data is suppressed in online dashboards and reports when there are five or fewer responses on any indicator or in any demographic category. This is done to maintain data quality when there are not enough responses to adequately represent a category and to maintain member confidentiality.

### **Does BGCA share Club-specific data with the Movement?**

No. After survey data cleaning, BGCA delivers Club sites' data directly to staff in that Club and that organization. Club-specific data is never shared with other Club organizations.

BGCA does provide survey data aggregated at the state, regional and national levels for benchmarking purposes.

Clubs that are achieving exceptional results may be asked to share their data as part of initiatives to collect and share promising practices.



BOYS & GIRLS CLUB MOVEMENT

# GREAT FUTURE 2025

## FREQUENTLY ASKED QUESTIONS

### **NEW** What kinds of controls are in place to prevent data from being compromised?

We believe the vast majority of Club staff administer the survey in a manner that assures the quality of the data. BGCA takes steps to assure the quality and integrity of the data and is currently working to expand these measures, including by providing opportunities to train staff on administering the survey.

Any attempts to influence how youth respond to the questions on the survey endanger the reputation of the Boys & Girls Club Movement, risk undoing the relationships that staff have built with youth and are counter to our mission. Organizational leaders must be vigilant about assuring the integrity of their data and insist that the survey be administered according to the guidance provided by BGCA, which is validated by an institutional review board (IRB) to ensure compliance with human subject research protocols. This means we will also remove data that appears to be haphazardly given or shows signs of outside influence.

## Program Quality

### **Does increasing program quality mean we will serve fewer members?**

The balance between program quality and the quantity of youth served is a long-standing tension that is embedded in our mission and vision. Our Great Futures Vision calls on us to provide a world-class Club Experience, while our mission is to enable all young people to reach their full potential. While it is more challenging to make deep connections with youth in larger sites, because of the number of youth served, the need for our services is greater than ever before. We must, therefore, rise to the challenge to navigate this balance to achieve the greatest outcomes for youth.

While quality and quantity are both critical to our mission, the plan prioritizes initiatives to increase quality at the forefront, with an acceleration of growth to follow. During the first years of the plan, the primary focus is on improving program quality and strengthening organizations, so we will strive for incremental growth in average daily attendance. In the latter years of the plan, we will seek opportunities to reach more youth as a growth outcome from our focus on increased program quality, stronger organizations and youth development advocacy. Our aspirational goal is to reach 1 million youth every day by 2025.



BOYS & GIRLS CLUB MOVEMENT

# GREAT FUTURES 2025

## FREQUENTLY ASKED QUESTIONS

Club executives and board leaders will strive to find the right balance for their communities as they align their local plans to Great Futures 2025.

### **What other measures of program quality will be available?**

While the Club Experience indicator represents a critical component of a high-quality Club program, particularly because it reflects the perceptions of the youth we serve, it is not the only factor, nor will it be the only measure of our success. We will measure the success of each component of our plan, with benchmarks along the way, and we will commit to continuous quality improvement.

The plan also calls for utilizing the following resources to assess program quality:

- A staff survey to assess implementation of staff practices associated with high-quality youth development (currently available as part of NYOI)
- Self-assessment of program quality standards (draft standards have been developed based on research on quality youth development practice; these will be continuously updated based on feedback from Clubs and additional learning)
- A peer assessment based on program quality standards (currently being field tested)
- Shorter-term measures of youth perception of the Club Experience and staff practices (will be developed as part of the plan)

Based on an annual assessment of progress and input from Clubs, additional resources will be developed as needed.

## **Support from BGCA**

### **What steps will BGCA take to support Great Futures 2025?**

Great Futures 2025 is achieved through a collective, collaborative call to action to focus on quality, strengthening organizations, advocacy, and, ultimately, growth, and continuing to customize services to meet the needs of the diverse communities served. It requires the national organization's focus on providing the right tools, training, measurement, resources and coordination to enable national impact. BGCA will work in partnership with local Clubs to support their work, share promising practices and find the best approaches to achieve success across the wide range of communities they serve.



BOYS & GIRLS CLUB MOVEMENT

# GREAT FUTURE 2025

## FREQUENTLY ASKED QUESTIONS

At the 2015 and 2016 Area Councils and regional conferences, one of the questions posed was, “What services and support should BGCA provide to support Clubs in implementing the plan?” Staff training was the No. 1 one request, with 99% of Area Council participants rating this as very important.

BGCA will continue to expand leadership development opportunities, including a new program for Unit Directors. BGCA will develop training resources focused on quality youth development to expand initial training opportunities for Club program staff. Other steps BGCA will take in partnership with Clubs are outlined in the plan. These include:

- Collecting promising practices for program quality
- Clearly defining program quality and developing tools to assess and improve program quality
- Providing a peer assessment process
- Continuing to develop quality program resources to support our three priority outcome areas
- Continuing to provide training and resources to strengthen Club organizations’ resource development capabilities
- Striving to increase the amount of pass-through dollars for Clubs from government and private sources
- Providing support and training for advocacy

### **What services and resources will BGCA provide to support Clubs to improve program quality?**

New training will be developed for Unit Directors and youth development professionals. Streamlined program pathways will be provided to help Clubs concentrate efforts on 21<sup>st</sup> century skill-building opportunities and activities to accelerate impact across all three priority outcome areas. These program resources will integrate high-quality youth development practices, so that staff have the information and support needed to improve the Club Experience and drive more positive outcomes for young people.

BGCA is committed to working in partnership with local Clubs to support their work, share promising practices and find the best approaches to achieve success across the wide range of communities served.

### **Will BGCA’s structure change?**

BGCA strives to provide the best possible service to support Clubs in achieving their mission. We will continue to assess our structure and service delivery model to assure



BOYS & GIRLS CLUB MOVEMENT

# GREAT FUTURE 2025

## FREQUENTLY ASKED QUESTIONS

we are providing superior support services to Clubs. We will use feedback from Club professionals and board leaders to improve, change and expand services that make the biggest difference for Clubs.

### **How will BGCA support rural Clubs?**

BGCA is committed to supporting Clubs in rural areas and has begun to develop a strategy to support this important group of Clubs.

In 2016, at every regional conference and at some Area Council meetings, BGCA hosted focus groups with leaders (executives and others) of rural Clubs from across the country. BGCA also benchmarked other youth-serving organizations and examined other research, such as a report released by the Afterschool Alliance in March 2016, *America After 3PM: The Growing Importance of Afterschool Programs in Rural Communities*. The initial findings and next steps are:

- Boys & Girls Clubs comprise the second largest provider of facility-based afterschool programs in the U.S., second only to public schools.
- 23% of all Clubhouses are in rural communities.
- Service to youth in rural communities is a mission imperative.

#### Next steps:

- Continue to provide service and support to rural Clubs through the current Director of Organizational Development model.
- Encourage the use of the recently released Resource Development Toolkit designed for Club organizations in rural communities.
- Prioritize findings from focus groups (themes identified include resource programs, identification and recruitment of talent, severity of need, and national initiatives not touching down in rural communities).
- Identify and select a Rural Clubs Leadership Council to assist in designing a multiple-year strategy.

### **NEW How does the Great Futures 2025 Strategic Direction apply to rural and small organizations?**

Great Futures 2025 was developed to apply to all Clubs, regardless of size and location. An important component of our strategy is that every Club's plans to increase quality, impact and organizational strength are based on their current operations and the uniqueness of the community. In the last few years, BGCA has added many



BOYS & GIRLS CLUB MOVEMENT

**GREATFUTURES  
2025**

**FREQUENTLY ASKED QUESTIONS**

resources and Director of Organizational Development support focusing solely on small and rural Clubs, and will look to continue these efforts.

### **How will BGCA support raising the revenue needed to fund the elements of Great Futures 2025?**

Collaborative fundraising takes a three-pronged approach to advance the current partnerships between local Clubs and BGCA:

- Continue to increase pass-through support from BGCA to Clubs from public and private sources, including the revenue share from Integrated Direct Marketing.
- Support and build Clubs' resource development capacity through the RD Club Services Team (RD Learning Initiatives, RD Consulting Services and Advancing Philanthropy).
- Expand efforts for BGCA and Clubs to collaboratively raise funds and for Clubs to join together in fundraising efforts, regionally or nationally. These efforts will be built on a culture of philanthropy in which we act from the perspective of abundance in the marketplace vs. a scarcity of donors.

We are committed to realizing an increase of funding for Clubs and BGCA from these efforts that are built on the cultivation of trust, open and consistent communication, and transparency at all levels.

### **What is the Common Member Management System?**

During the past several years, there have been repeated requests for BGCA to develop a common membership management system. As part of Great Futures 2025 and based on the need for consistent quality data, BGCA is developing a centralized member management system designed specifically for Boys & Girls Clubs. This endeavor aims to reduce the time and resources needed to secure accurate data, and will ultimately help us in pursuit of our shared mission.

#### **NEW** When will the Common Member Management System be ready?

BGCA aims to have the first version of the system ready to field test with a small number of organizations in the first quarter of 2018. We expect to have most Clubs on board by the end of 2019.

#### **NEW** Are Clubs required to use the Common Member Management System?

No. It is not currently a membership requirement. However, the more Clubs that are on the system, the greater our gains in staffing and financial efficiencies will be, so we'll



BOYS & GIRLS CLUB MOVEMENT

**GREATFUTURES  
2025**

## FREQUENTLY ASKED QUESTIONS

work toward developing a system that Clubs will want to use. BGCA will likely require that the system be used to report on specific grant-funded projects. We anticipate having mechanisms for Clubs to submit data via an upload in cases in which they may be required to use another system.

**NEW** **What will the new member management system cost? Who will pay?**

BGCA will pay for developing the system. Ongoing operating costs will be shared, and will result in cost savings for many Clubs. We don't know the cost yet, but our working premise is that it will be less than what you are currently paying for your system.

**NEW** **Is there cost to migrate data to the new member management system?**

BGCA plans to cover the costs of migrating a limited amount of data from existing systems into the new system. The amount of data is to be determined, but it will likely include a year's worth of membership and attendance information. We will engage our Club advisory networks to determine what is most important to migrate. It may also be possible for Clubs to migrate additional data at a cost.

**NEW** **Will the new member management system have the features of my current system? How do I provide my input?**

The goal is to create something that will improve Club capabilities and will be easy to use, so Clubs will want to use this system. We expect to start with the fundamentals that every Club needs – making sure that membership and attendance tracking and reporting work very well. Beyond that, the features will be determined by Club advisory groups. Email [measurement@bgca.org](mailto:measurement@bgca.org) to share your thoughts and to join the advisory network.

## Innovative Operating Models

**Why might a Club organization consider an innovative operating model, such as a management agreement, merger, consolidation or strategic alliance?**

To ensure strong Club organizations in every community, there may be instances in which it is beneficial to explore alternate arrangements, such as mergers, consolidations, shared services or other innovative operating models. This can help strengthen organizations in terms of consolidating back-end operations, addressing financial situations, resolving staff or facility challenges, increasing ability to fundraise, etc.



BOYS & GIRLS CLUB MOVEMENT

**GREAT FUTURE  
2025**

## FREQUENTLY ASKED QUESTIONS

This is achieved through local Club volunteers and professionals working with their colleagues at other Club organizations in the shared pursuit of creating the best possible experience for youth in their community. These operating decisions are ultimately made between Club organizations.

The development of innovative operating models within the Movement will allow organizations to grow a more sustainable Club presence with greater impact for youth. BGCA has identified criteria that present opportunities for organizations to consider a new approach to sustainability and growth, including:

- Multiple organizations in dense markets
- Under-capitalized organizations and communities
- Geographic proximity
- Opportunities to maximize talent and efficiencies

BGCA will work with any organization that wishes to explore these opportunities. We will also bring these opportunities to local Club boards during times of transition and, when appropriate, during the strategic planning process.

### **How will BGCA support innovative operating models including management agreements, mergers, consolidations and strategic alliances?**

When Club organizations determine it is beneficial to explore alternate arrangements, such as mergers, consolidations, shared services or other innovative operating models, BGCA will provide support and counsel throughout the process. BGCA will work with the leadership of local organizations along with other partners (such as community leaders or other stakeholders) to help them determine if an alternate operating approach is advisable and, if so, to identify the best approach.

In cases in which it is determined that an alternate operating approach is optimal, BGCA is committed to ensuring a successful transition to the new operating arrangement so as to provide seamless service for youth and the community. BGCA will provide all involved organizations with ongoing support designed to meet the challenges unique to every situation, such as:

- Technical support to all organizations involved (due diligence, legal, financial, building, etc.)
- Comprehensive stakeholders assessment/analysis to pinpoint critical relationships that must be maintained
- Financial assistance (salary equity/supplements, capacity building) where needed
- Partnership with local boards to recruit and select new leadership where needed



BOYS & GIRLS CLUB MOVEMENT

**GREAT FUTURE  
2025**

## FREQUENTLY ASKED QUESTIONS

- Design of unique post-agreement support models for each integration to ensure long-term sustainability and success. This includes the following organizational models and “how tos”:
  - Staffing models (corporate and site level)
  - Integration of systems and processes (human resources, finance, member management)
  - Resource development models (launching campaigns, funding the merger)
  - Board models (governing and regional or local boards)
  - Program models (rooted in the Club Experience)
  - Rebranding the new consolidated organization

### **Is there a list of Clubs being considered for mergers or consolidated models? If so, how was the list created?**

In considering Club organizations for mergers or consolidated models, the goals are to:

- create stronger, more sustainable organizations;
- realize savings on support functions that can be redirected to programming;
- eliminate donor confusion; and
- expand the scope of resource development.

BGCA has undertaken a review of Club organizations to determine situations in which a merger, consolidation or strategic alliance might be advisable. Many factors are considered, including:

- proximity to other organizations (density);
- organizational scope and strength;
- market relevance and competitiveness;
- overlap of resource development efforts; and
- opportunities associated with retirements and other CEO transitions.

Note that market size/population alone is not a factor.

BGCA will fully engage identified organizations in discussions to determine the best solution. Ultimately, these operating decisions are made between Club organizations, not by BGCA.



BOYS & GIRLS CLUB MOVEMENT

**GREATFUTURES  
2025**

**FREQUENTLY ASKED QUESTIONS**

**Will BGCA force some organizations to adopt a new operating model?**

No. BGCA will share its analysis of considerations regarding various operating models including mergers, consolidations and other strategic alliances. Local organizations' boards will make the ultimate decision regarding integration and consolidation.

In cases in which there are severe and multiple compliance issues in relation to current membership requirements, where appropriate, a merger may be offered as an alternative to closure or revocation.

**Does the focus on mergers, consolidations, management agreements and innovative operating models apply more to rural and small organizations?**

The goal of innovative operating models is to strengthen organizations and increase impact. BGCA will provide support and direction to organizations that could benefit from this, regardless of location or size. Ultimately, the Club board and professional leaders will determine what makes sense for their organization.

**NEW How does the Great Futures 2025 Strategic Direction apply to Native organizations?**

Great Futures 2025 was developed to apply to all Clubs, regardless of size and location. An important component of our strategy is that every Club's plans to increase quality, impact and organizational strength are based on their current operations and the uniqueness of the community. Our Native Services team will continue to partner with tribes and support their pursuit of Great Futures 2025 goals to adapt BGCA programs for Native youth and continue culturally relevant training.

**NEW Will Native organizations need to consider an innovative operating model, such as a management agreement, merger, consolidation or strategic alliance?**

No. BGCA recognizes the uniqueness of being a tribal sovereign nation. Given the needs and challenges facing Native youth, services provided by organizations in Indian Country are critical to successful futures of our Native youth. In an effort to honor tribal sovereignty and honor Native culture, BGCA recommends the opportunity for sovereign nations to elect to become a Boys & Girls Club organization as long as they meet BGCA's membership requirements to sustain and support a Boys & Girls Club.



BOYS & GIRLS CLUB MOVEMENT

**GREATFUTURES  
2025**

**FREQUENTLY ASKED QUESTIONS**

## More Information

### **Where can I get more information on Great Futures 2025?**

The Great Futures 2025 strategic direction, operational framework, reference guide and other resources may be found at [BGCA.net/GreatFutures2025](http://BGCA.net/GreatFutures2025). Weekly webinars beginning in March will provide more information on specific topics related to Great Futures 2025. Questions? Comments? Contact us at [GreatFutures2025@BGCA.org](mailto:GreatFutures2025@BGCA.org).