



BOYS & GIRLS CLUBS
OF AMERICA

2016

ANNUAL
REPORT







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Annual Report 2016



Thank you for your inspiring support of Boys & Girls Clubs of America.

In 2016, your generosity enabled BGCA to develop opportunities for young people served by Boys & Girls Clubs across the nation and on U.S. military installations worldwide, especially those who need Clubs the most.

Recognizing a need to serve more teenagers, 2016 saw the launch of “Year of the Teen,” our multi-year initiative to retain and recruit more teenaged Club members. To that end, we also expanded on the proven success of our foremost teen leadership program, Youth of the Year. With the introduction of the Youth of the Year Leadership Development Suite, Club members of any age can now benefit from programming that emphasizes self-awareness, decision-making and fundamental leadership principles.

We saw significant strides among unique Club populations in 2016, as well. To increase support for military-connected youth, we established Better Together, a public-private partnership to provide the 75 percent of military youth who live outside domestic military installations with the benefits of the Club Experience.

Last July, BGCA and the U.S. Department of Health and Human Services co-hosted the latest in our Great Think series, Great Think Indian Country. Over 100 representatives from government agencies, corporations and non-government organizations participated in the thought leadership forum in Washington, D.C., which focused on how to improve the lives of Native youth.

BGCA also began to lay groundwork for a new strategic direction last year. Great Futures 2025 is based on research that shows a high-quality Club Experience is key to young people achieving our priority outcomes of Academic Success, Good Character and Citizenship, and Healthy Lifestyles. We believe Great Futures 2025 is the way forward that will ensure the ongoing success of all Boys & Girls Clubs and all young people.

Because of your tremendous support, BGCA is well situated to continue to provide children and teens across the country with access to vital programming offered by their local Clubs. We could not, and cannot, do this without your selfless support.

Thank you.



Myron Gray
Chairman



James L. Clark
President and CEO

2016 MOVEMENT PROFILE*

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

4,300
chartered Boys & Girls Club facilities, including approximately:



1,594
school-based Clubs



481
BGCA-affiliated Youth Centers on U.S. military installations worldwide



990
Clubs in rural areas



296
Clubs in public housing communities



175
Clubs on Native lands



1.95 million
registered members, including 559,000 teens

4 million
youth served annually

2.05 million
youth served through community outreach

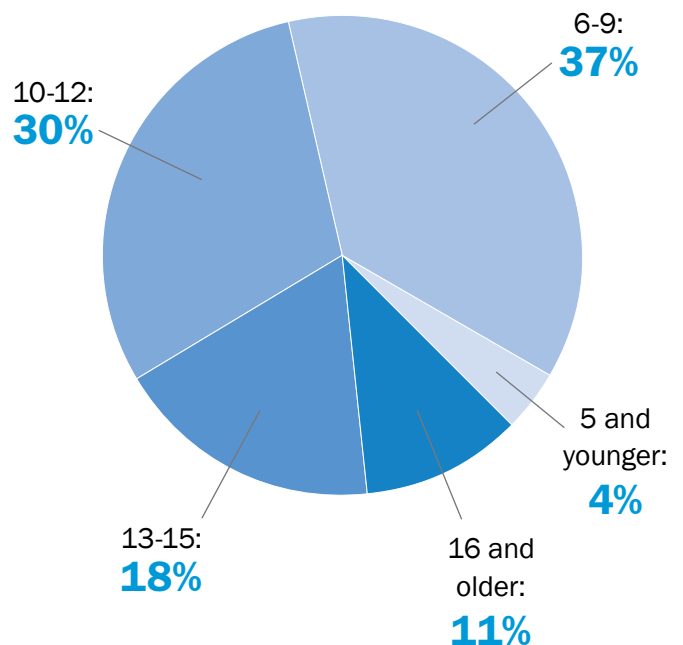
51%

were non-members from local neighborhoods who participated in community outreach programs, activities and special events.

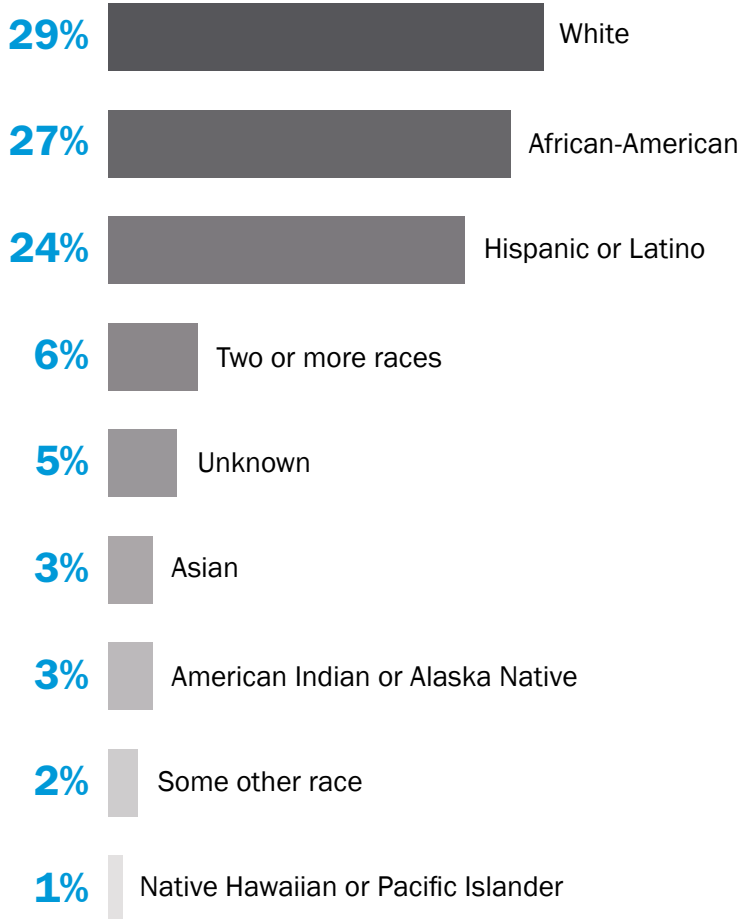
49%

were Club members who participated in daily programs and services.

AGES



ETHNICITY



56%

of Club members qualify for free or reduced-priced school lunch

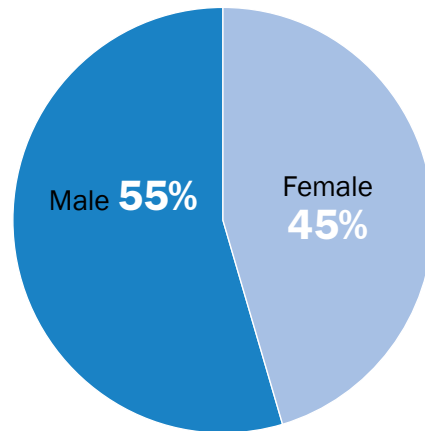


On a typical day,

433,000

children and teens attend a Boys & Girls Club

GENDER



364,000

adult staff and volunteers

61,000

adult professional staff

279,000

program volunteers

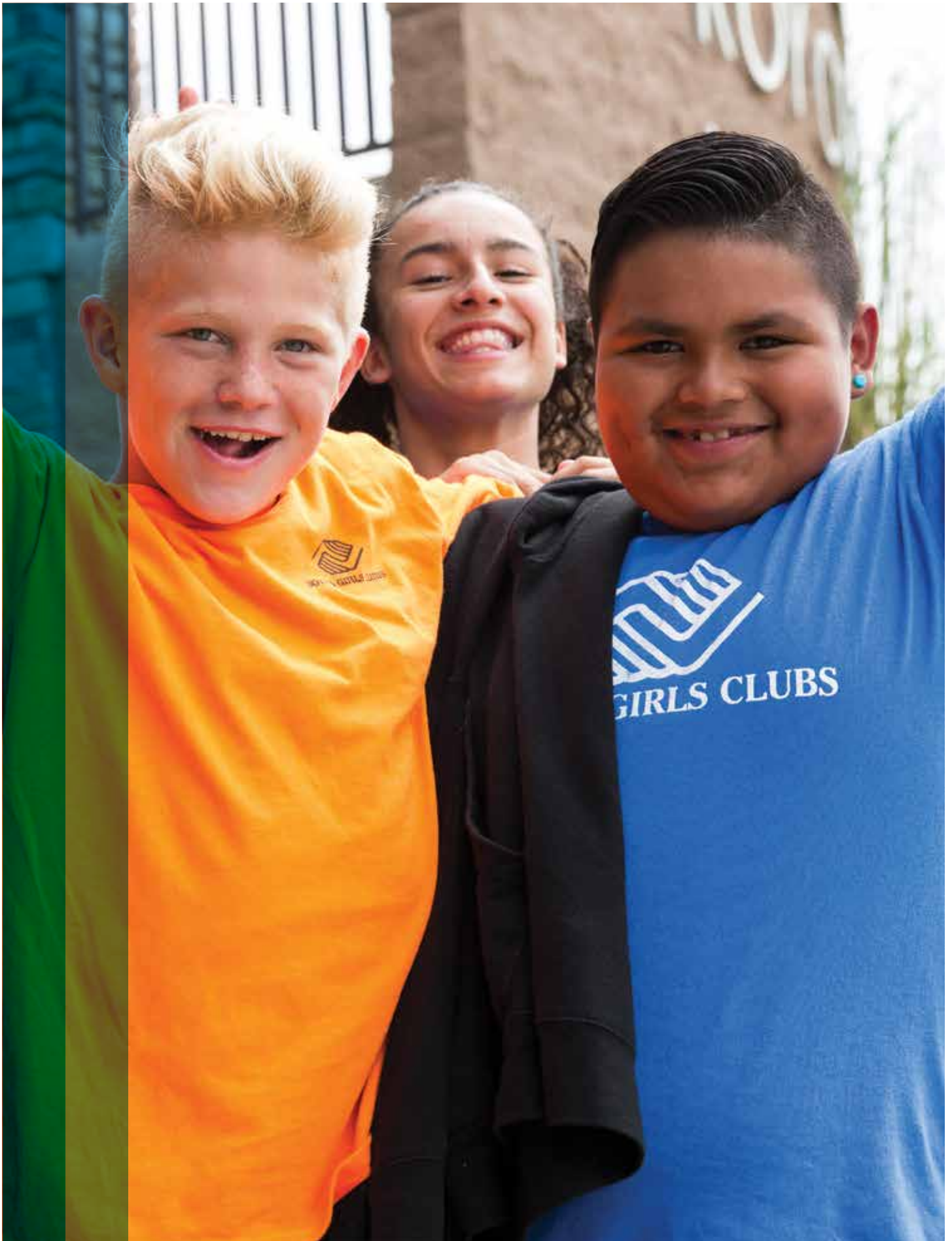
24,000

board members



BOYS & GIRLS CLUBS OF AMERICA

* Compiled from annual report data received from member organizations



UNIQUE CHARACTERISTICS OF BOYS & GIRLS CLUBS

Boys & Girls Clubs serve small towns, large metropolitan areas, public housing communities, and Native populations. Club programs and services also enrich the lives of youth in public and private schools, as well as those who live on U.S. military installations worldwide.

Clubs are community-based, building-centered and led by professional staff. They offer youth development programs, determined by local necessity and available resources, to meet the interests and needs of young people ages 6-18.

Boys & Girls Clubs provide:

- **Safe places** to play, laugh, discover and learn during out-of-school time, including the summer.
- **Life-changing programs** that help youth advance in three key outcome areas: Academic Success, Good Character and Citizenship, and Healthy Lifestyles.
- **Opportunities to build new skills** so that kids can succeed and receive recognition for personal accomplishments.
- **Ongoing, supportive relationships** with caring adults and friends that foster a sense of belonging, responsibility, civility and civic engagement.

How the National Organization Serves Local Boys & Girls Clubs

In 1906, 53 local Clubs banded together to establish a national organization. Since then, the national organization, now known as Boys & Girls Clubs of America, and local Clubs have collaborated to help America's youth reach their full potential.

Through its Atlanta headquarters, regional service centers, and Government Relations office in Washington, D.C., BGCA provides Clubs with assistance and support in youth program development, board and staff development, organizational planning, resource development, marketing and communications, and administration and management. Key functions include:

- **Assisting Clubs** with outcome-based program planning and evaluation
- **Providing comprehensive child safety** resources to protect youth and position Clubs as catalysts for child protection
- **Helping community leaders** establish new Clubs and expand existing ones
- **Providing training** experiences, management consultations and resources for staff development, volunteer recruitment, marketing, fundraising, compensation and benefits administration
- **Promoting greater public awareness** about Boys & Girls Clubs' mission and impact
- **Addressing legislative and public policy issues** affecting young people and the volunteer sector.

2016 ANNUAL REPORT NARRATIVES – PARTNERS OVER \$500K

For young people to achieve great futures, they must excel academically, give back to their community and take responsibility for their well-being. To support these key outcomes, BGCA provides national programs that focus on Academic Success, Good Character and Citizenship, and Healthy Lifestyles. We extend our sincere thanks for the generous support of our 2016 partners and sponsors in these impact areas.



Aaron's

Aaron's is a supporter of Keystone Club, BGCA's teen leadership and service program. Keystone is designed to inspire leadership among teens in the areas of community service, academic success, career preparation and teen outreach. Aaron's is the largest sponsor of the annual National Keystone Conference, a culminating event for Keystone Clubs. Finally, Aaron's supports Keystone through Teen Center Refresh grants and completed eight refreshes in 2016.



Altria

Altria's partnership with Boys & Girls Clubs of America supports Clubs through two programs – Success360° and More Members More Often. Success360° enables and encourages Clubs to connect with other youth-serving organizations to better serve their members. Through More Members More Often, Altria supports building Clubs' capacity to recruit and retain members, and their ability to provide a high-quality program experience to the members they serve.



Anthem Foundation

Anthem Foundation's longstanding relationship with BGCA helps bring critical nutrition and exercise programming to communities and Clubs throughout the nation, advancing BGCA's efforts to combat the growing rate of childhood obesity through the holistic health and wellness program, Triple Play. In 2016, the Anthem Foundation provided over 130 grants to Clubs.



Argosy Foundation

In 2016, Argosy Foundation's multi-year grant enabled BGCA to continue to provide instrumental support to Boys & Girls Club State Alliances. These groups generate collective state funding to build capacity of local Clubs, and for the fourth year in a row, have exceeded ambitious fundraising goals.



AT&T

To increase youth development and character-building outcomes, AT&T is supporting a cost-effective and scalable continuous quality improvement pilot program. Additionally, AT&T continues to support the Aspire Mentorship Engagement Program. Since 2012, AT&T has provided mentorship and volunteer opportunities to Club members in 22 markets. In total, AT&T has provided over 1 million mentorship hours to support charities where their employees live and work.

Bridgestone

In 2016, Bridgestone Retail Operations (BSRO) continued to support BGCA's Great Futures Campaign with an in-store cause campaign at 2,200 Firestone Complete Auto Care, Tires Plus, Hibdon Tires Plus and Wheel Works tire and automotive service centers nationwide. BSRO's partnership empowers Clubs to increase their average daily attendance, thus serving more members, more often, and ensuring every kid and teen is engaged productively during out-of-school time.



Buffalo Wild Wings

A BGCA partner since 2013, Buffalo Wild Wings supports the development and growth of ALL STARS team sports through its Team Up for Kids mission. These high-quality football, basketball, cheerleading, soccer, dance and step programs are designed to build character and teach Club youth skills that help them succeed on and off the field.



Charles Schwab Foundation

Since 2004, the Charles Schwab Foundation has partnered with BGCA to develop and administer Money Matters: Make it Count, BGCA's financial literacy program designed to prepare participants for college and career, which has impacted more than 725,000 youth. In 2016, Charles Schwab launched a digital financial literacy game called \$ky, helping young people think about their financial futures in a fun and engaging way.



Choice Hotels International Inc.

Choice Hotels International is a three-year partner with Boys & Girls Clubs of America focused on employee engagement and volunteerism. Choice partners closely with local Clubs in the D.C./Maryland/Virginia and Metro Phoenix communities to provide support through hands-on volunteer projects. Choice has chosen BGCA as their primary charitable partner because they understand the positive impact that Clubs have on the lives of youth.



The Coca-Cola Company

The Coca-Cola Company has supported Boys & Girls Clubs for over 70 years, and continues to partner with Boys & Girls Clubs through Triple Play, BGCA's premier health and wellness program, as well as other national programs, volunteer engagement and local support of other activations.





Comcast NBCUniversal

Comcast NBCUniversal continues to partner with Boys & Girls Clubs of America to sponsor My.Future, BGCA's technology initiative designed to teach Club members about the digital world, ignite their passions and ensure all youth are prepared with the technology skills needed for success in the 21st century.



Comic Relief, Inc. (Red Nose Day Fund)

In 2016, Boys & Girls Clubs of America was a nonprofit partner for Red Nose Day. Red Nose Day raised \$36 million in 2016 to support their mission of ending childhood poverty around the world. Funds from Red Nose Day supported the implementation of Summer Brain Gain to help curb summer learning loss, and provided healthy meals and snacks for nearly 800 Clubs, including seven Clubs in Puerto Rico.



Deerbrook Charitable Trust

In 2016, longtime partner Deerbrook Charitable Trust continued to support BGCA's Advancing Philanthropy, a transformational fundraising and sustainability planning effort. Advancing Philanthropy embeds a culture of philanthropy in Clubs that increases organizational and fundraising capacities to generate greater community investments in the critical work of our Movement.



Disney

For more than 50 years, Disney and BGCA have worked together to inspire generations of leaders, innovators and dreamers. As the Presenting Sponsor of BGCA's National Youth of the Year program, Disney supports and recognizes those Club members who exemplify leadership and service, academic excellence and healthy lifestyles, inspiring our entire Movement of 4 million youth to achieve great futures.



Dr Pepper Snapple Group, Inc.

Dr Pepper Snapple Group (DPSG) is the National Sponsor of Boys & Girls Clubs' Alumni & Friends. Through their three-year commitment, DPSG helped Alumni & Friends launch the "Stay Connected" campaign to engage and support new Club alumni who have recently graduated from high school. Through the "Stay Connected" campaign, Alumni & Friends aims to register graduating seniors as alumni, promote readiness for college and careers by providing online tools, tips and resources, as well as connect them to a global network of passionate and dedicated alumni who can provide valuable guidance and mentorship.

Fluor Foundation

Fluor Corporation, through its foundation, partners with Boys & Girls Clubs of America to help teens and youth development professionals living on military installations worldwide develop critical skills in resiliency and reintegration through the Military Teen Ambassador Program.



Gap, Inc.

Gap, Inc. has partnered with Boys & Girls Clubs of America for many decades. In 2016, Gap continued to expand their impact through two in-store promotions, a summer back-to-school backpack and donation drive, and a fall coat and donation drive. Both promotions supported local Clubs aligned with a Gap or Gap Factory store, while also supporting workforce readiness and the CareerLaunch program. Additionally, thousands of backpacks and coats were donated to youth in underserved communities.



The Hartford

In 2016, The Hartford and BGCA launched a \$3 million partnership that will develop the next generation's workforce, creating 30 College and Career Centers in the next three years. The College and Career Centers, powered by The Hartford, will provide teen members of the Club with opportunities to explore career paths to help prepare them for their next step after high school.



HSBC

HSBC is a longtime supporter of local Boys & Girls Clubs around the country. Thanks to their generous contribution to celebrate the bank's 150-year anniversary, several local Clubs will enhance their summer learning and Summer Brain Gain programs, as well as STEM, arts and career exploration programming.



Kimberly-Clark

For over eight years, Kimberly Clark has been a proud partner of BGCA, most recently supporting SMART Girls, a program encouraging healthy lifestyles and relationships by giving girls the space, support and tools to navigate adolescence and emerge as strong, healthy young adults.



Kraft Heinz Company Foundation

In 2016, Kraft Heinz Company Foundation continued its partnership with Boys & Girls Clubs of America and its mission to increase the adoption of healthy eating behaviors and improved access to healthy food among low-income youth and families. In addition, Kraft Heinz Company Foundation supported the Food Security Initiative to reach more than 2 million youth in Clubs across the country. Funds donated by Kraft Heinz Company Foundation funded an in-depth assessment to determine best practices for replication across the Boys & Girls Club Movement.





Lowe's

Lowe's has partnered with BGCA since 2009 to provide building and refurbishment grants to local Clubs to increase safety and comfort for Club youth. In 2016, BGCA and Lowe's launched Renovation Across the Nation in which the company provided \$50,000 grants to at least one deserving Club in every state. In all, Lowe's contributed \$3.5 million to ensure Boys & Girls Clubs received the renovations they needed.



Macy's

Since 2010, Macy's partnership with BGCA has made a difference in local communities through enriching, educational programs that promote academic success. In 2016, Macy's raised \$800,000 to support BGCA and local Clubs as part of its "Thanks for Sharing" campaign.



Major League Baseball Charities

In 2016, Major League Baseball renewed its deep and far-reaching commitment to youth and Boys & Girls Clubs. From high-impact programs introducing children to baseball, to national campaigns raising public awareness about the vital youth development services Clubs provide in their communities, the multi-faceted partnership has positively impacted Clubs throughout the nation. Over the next five years, MLB and BGCA will renovate 30 Boys & Girls Clubs in select MLB markets with updated baseball fields, technology and/or teen centers.



WHAT'S INSIDE MATTERS®

Maytag

In 2016, Maytag and BGCA continued their shared commitment to recognize dependability through the Maytag Dependable Leader Awards, honoring outstanding Club professionals and volunteers. Recipients received this distinction and \$20,000 to support their Clubs' efforts to provide a safe, dependable environment for kids and teens.



Microsoft

Over the course of two decades, Microsoft has donated more than \$150 million in software, cloud services, cash grants and employee time to BGCA and local Boys & Girls Clubs. Today, Microsoft's focus is on increasing opportunities for youth to learn computer science and empowering them to achieve more for themselves, their families and their communities. Microsoft has partnered with BGCA in the development of computer science programming, computer science grants and awareness materials to be leveraged Movement-wide.

National Vision

National Vision, Inc. continued their partnership with Boys & Girls Clubs of America to increase its reach and impact in 2016. The partnership provided free vision screenings, comprehensive eye exams and free eyeglasses to Club members in over 75 Boys & Girls Clubs through America's Best Contacts & Eyeglasses retail locations.



Nestlé

BGCA and Nestlé have partnered on the National Fitness Competition, a twice-annual fitness experience designed to help Club members acquire the desire, ability and confidence to be physically active throughout the entire year and enhance the overall culture of wellness in Clubs. Nestlé's employees also work closely with local Clubs across the country as dedicated volunteers.



New York Life Foundation

The New York Life Foundation's partnership with BGCA helps build a culture of wellness, creating a safe, nurturing and welcoming environment in Clubs. Their support of the Be There initiative and Ready, Set, Action program allows Club staff to learn how to assist grieving youth and connect them to community resources. It also allows members to gain the necessary social and emotional skills to successfully face hardships.



Old Navy

For nearly 20 years, Old Navy has supported Boys & Girls Clubs in their efforts to turn learners into leaders and prepare Club members for careers. Through an in-store cause marketing campaign, Old Navy supplies funding to local Clubs, invests in national character and leadership development programming, such as Torch Club, and provides volunteer engagement and job shadowing opportunities to youth.



PGA of America, Inc.

Boys & Girls Clubs of America's partnership with The Professional Golfers' Association of America and United States Golf Association brought golf to over 150 Boys & Girls Clubs in 2016. During the five-year partnership with BGCA, the PGA of America and USGA helped introduce more than 48,000 youth to golf. Club members were able to learn golf from PGA professionals and have on-course golf experiences through the PGA Sports Academy golf program to help inspire them to play the game.





Planet Fitness

Boys & Girls Clubs of America is a nonprofit partner of the Judgement Free Generation™, Planet Fitness' philanthropic initiative designed to combat the judgement and bullying faced by many youth by creating a culture of kindness and encouragement. In 2016, Planet Fitness ran a one-week cause campaign in their gyms, which raised more than \$1 million. Through this partnership, Planet Fitness funded a digital anti-bullying toolkit available to all Boys & Girls Clubs, evidence-based training for Club professionals on social emotional resiliency and Judgement Free gym spaces in local Clubs.



Raytheon

Raytheon partnered with Boys & Girls Clubs of America to create 22 STEM Centers of Innovation at Clubs and BGCA-affiliated Youth Centers on U.S. military installations worldwide to serve military-connected youth. STEM Centers of Innovation equip dedicated STEM staff and Raytheon employee mentors with exercises using real-world applications for science, technology, engineering and math to enhance young people's understanding of STEM and strengthen their critical thinking skills in preparation for college, military or civilian careers.



Ross

A valued partner to Boys & Girls Clubs for over 10 years, Ross is now a national sponsor of Power Hour, BGCA's interactive homework assistance program. In addition to providing scholarships to graduating Club seniors, Ross hosts grand opening events for select Ross Dress for Less and dd's DISCOUNTS stores to benefit local Clubs. In 2016, Ross partnered with BGCA to engage Ross customers in one of BGCA's most successful cause marketing activations.



Samsung

In 2016, Samsung provided Clubs the opportunity to implement DIY STEM program modules, and administer staff and member surveys. Samsung's partnership provided DIY STEM workshops for Club staff to help them feel confident, capable and empowered to speak to best practices in STEM programming, assessment and evaluation. In addition, selected Clubs received 10 Samsung tablets to support their STEM program efforts. Samsung's partnership with BGCA provides Club members with the tools they need for a successful future in STEM fields through impactful program modules.



S.D. Bechtel, Jr. Foundation

The S.D. Bechtel, Jr. Foundation has enabled BGCA to enhance its system of continuous learning and adult practitioner training for the Movement's cadre of adult professional staff and volunteers. This training aims to strengthen Club and staff practices, and increase youth development and character-building outcomes.

STEM Next

With support from STEM Next, a national leader in increasing STEM learning funded by the Noyce Foundation, BGCA has conceptualized, planned and clearly defined our strategy for unparalleled, user-centered STEM experiences outside of a traditional classroom. BGCA's strategy helps to close the gap in STEM access and provides equity to youth in areas of the greatest need, igniting their passion for learning, piquing their interest in STEM-related careers and creating a viable path to a STEM career.



Taco Bell Foundation

Since 2013, the Taco Bell Foundation and BGCA partnership has supported the country's next generation of leaders: America's teens. Taco Bell's support both nationally and locally provides resources and programs to inspire and enable teens to graduate from high school and unlock opportunities for college and the workforce.



Toyota

Beginning locally in 2007 and growing into a national partnership, Toyota is proud to support Boys & Girls Clubs in their efforts to inspire the next generation of leaders, thinkers and engineers. Toyota is the Signature Partner of BGCA's National Youth of the Year program, which honors our nation's most remarkable youth on their path to great futures and encourages all youth to lead, succeed and inspire. Toyota also provides dedicated volunteers, college scholarships, internship programs and vehicles to local Clubs.



United Health Foundation

United Health Foundation has partnered with BGCA to develop an innovative resiliency and reintegration initiative designed to help teach positive responses and coping mechanisms for the unique challenges military-connected youth face. This program will provide an arsenal of resources to military families and military-connected youth to help them develop resiliency and handle all aspects of reintegration through all stages of deployment and through reintegration into the civilian community.





University of Phoenix

University of Phoenix's partnership with BGCA provides education and skill-development opportunities for tomorrow's leaders through the National Youth of the Year program. University of Phoenix also provides 30 full-tuition scholarships each year to Boys & Girls Club professionals, ensuring a culture of achievement throughout the Club environment.



UPS Foundation

The charitable arm of UPS has partnered with Boys & Girls Clubs of America since 2009 to implement UPS Road Code, a national program to teach safe driving to Club teens. Since 2009, this program has reached approximately 30,000 teens in Clubs across the country.



U.S. Cellular

U.S. Cellular and Boys & Girls Clubs of America have joined together to launch the "Building Better Communities" initiative. U.S. Cellular works with BGCA and local Clubs to develop successful volunteer engagement programs in support of STEM education and academic success.



Wallace Foundation

In 2016, The Wallace Foundation's multi-year investment in BGCA's Youth Arts Initiative continued to support national efforts to test research-based strategies to provide innovative, high-quality arts programming for urban, low-income youth. Derived in part from the Youth Arts Initiative's research and insights, BGCA developed a vision and strategy for improving Clubs' arts programming quality – to provide all Clubs the opportunity to engage in high-quality arts programming that enhances the Club Experience and supports the development of globally competitive leaders



Woodruff Foundation

Robert W. Woodruff Foundation's multi-year investment supports building capacity at Boys & Girls Clubs of Metro Atlanta, as well as Clubs in the state of Georgia and throughout the southeast. Their dedication and support have allowed BGCA to make transformational progress in the areas of strengthening local boards, increasing program impact, developing strong executive leadership, ensuring child and Club safety, and increasing local sustainability.

World Wrestling Entertainment, Inc.

In 2016, WWE and Boys & Girls Clubs of America entered into a multi-year national partnership designed to further enhance youth development at local Clubs across the country. The new partnership focuses on bullying prevention efforts around Be a STAR, WWE's anti-bullying initiative, and its mission to encourage young people to treat each other with respect through education and grassroots initiatives. WWE Superstars and Divas, many of whom are Boys & Girls Club alumni, participated in anti-bullying rallies at local Clubs across the U.S., where they interacted with youth and shared their personal experiences. Fourteen local Clubs participated in the pilot program for Be a STAR, providing insight into resources and materials.



Verizon Foundation

In 2016, the Verizon Foundation continued its partnership with BGCA by supporting the expansion of the App Lab pilot – a coding program that teaches Club members the fundamentals of computation, critical thinking and problem-solving as they conceptualize and design their own apps. The Foundation, in coordination with the Bureau of Indian Education, also funded Digital Pathways, which leverages mobile technology to provide Native youth with digital literacy skills, adaptive academic enrichment, indigenous culture preservation and STEM engagement.



ZAC Foundation

In 2016, the ZAC Foundation for Children's Safety further deepened its involvement with BGCA to ensure safety in and around water for Boys & Girls Club members. Through this partnership, Clubs participated in ZAC Camps, in which Club members developed their swimming ability and learned about the importance of pool and open water safety.





Advancing Philanthropy

In 2016, Advancing Philanthropy, funded by the Deerbrook Charitable Trust, supported 132 Boys & Girls Club organizations nationwide in building Club strategies and capacity to take fundraising to the next level. Graduate organizations raised \$77.2 million in private funding in 2016, which will allow their Clubs to serve more young people with greater impact. This transformational gift from the Deerbrook Charitable Trust will enable BGCA to support some 500 organizations in shaping a new culture of philanthropy by infusing a major gift strategy in local Clubs' resource development plans.

Planned Giving

BGCA continues to provide services that help Clubs recognize, secure and close planned gifts. More than 170 commitments with an estimated expectancy of \$20.8 million were documented in 2016. Since 2003, when BGCA began assisting with planned giving, Clubs have secured over \$256.9 million in planned giving expectancies. A planned gift is a truly inspiring way to leave a personal legacy and impact lives for generations to come.

Individual Giving Recognition Societies

BGCA's three national recognition societies, described below, provide a way for local Clubs to thank and honor individual donors who make an impact on children's lives.

The Jeremiah Milbank Society acknowledges generous individuals who donate unrestricted gifts of \$10,000 or more to a local Club. In 2016, more than 1,400 such donors were recognized. Society members, more than 64 percent of whom were renewing members, collectively contributed \$35.2 million to Clubs in 2016.

The Heritage Club is a national deferred giving society that recognizes individuals who have named BGCA or a local Club in their estate plan. In 2016, BGCA recognized over 3,240 members of 245 local Heritage Clubs, an increase over previous years.

The Lifetime Giving Society honors donors who show a deep commitment to Boys & Girls Clubs through significant contributions during their lifetime, totaling a cumulative \$250,000. In 2016, The Lifetime Giving Society grew to 112 Clubs (an increase of 19.4 percent), recognizing a total of 554 members (an increase of 40.6 percent).



Boys & Girls Clubs Alumni & Friends

Boys & Girls Clubs of America launched Boys & Girls Clubs' Alumni & Friends in 2015 to develop a global

community of former Club members and supporters who are passionate about giving back to Clubs and the Boys & Girls Club mission.

In 2016, our strategy focused on recruitment – identifying and reconnecting with alums; engagement – reigniting their affinity and passion for Clubs; and building Club capacity – helping activate and sustain local alumni development efforts. In addition, we surveyed alumni about valuable Alumni & Friends experiences and updated brand messaging with three program pillars:

- **Connect** – Reconnect with your hometown Club, or get connected to a local Club, and network with Club alums from around the world.
- **Develop** – Access exclusive career resources, experiences, mentorship opportunities and scholarships designated for Club alumni.
- **Give Back** – Share your voice as an advocate. Donate to the Alumni & Friends Fund or your local Club. Serve as a mentor or volunteer.

As we worked to re-engage and activate alumni, we partnered with LinkedIn to develop an enriching platform for alumni, as well as BGCA and Clubs, to communicate and understand how Clubs have helped shape alumni's professional identities.

Additionally, we secured our first national sponsorship with Dr Pepper Snapple Group to launch the Stay Connected campaign to support Club alums who are recent high school graduates. This partnership enabled us to create a scalable model and resource for Clubs to host alumni induction ceremonies in their communities – the first in BGCA's history.

Through many tests of varying digital marketing strategies, BGCA rallied our base of alumni and friends who have been positively impacted by a Club to show their pride. By the end of 2016, we stood 25,500 Alumni & Friends strong. Together, we will ensure young adults have access to resources and caring mentors as they transition from Clubs to college and professional careers.

Government Relations: Championing Opportunities For All Youth

Now more than ever, America's youth need the Boys & Girls Club Movement to unify and amplify our voice — using our reach and impact to shape a favorable public policy environment that ensures youth are at the forefront of conversations in every community. BGCA is focused on five policy platforms: safer childhoods, college and career readiness, health and wellness, military youth and Native youth.

In 2016, our third annual National Day of Advocacy focused on empowering Clubs to be strong advocates for key policy priorities. During the event, 122 Boys & Girls Club representatives conducted 194 meetings with elected officials to discuss the needs of Clubs and the positive outcomes that Club members are achieving across the country. This work in Washington helped contribute to policy victories, including securing funding from the U.S. Department of Education for the 21st Century Community Learning Centers program, and the U.S. Department of Agriculture (USDA), from which Clubs can earn revenue for providing healthy snacks and meals services. In 2016, the Government Relations team provided technical support and content expertise for 44 local Clubs to help them access \$7.7 million in reimbursements from the USDA.

BGCA also convened nearly a dozen government agencies, military-serving organizations, private sector corporations and foundations to form Better Together, the nation's first military public-private partnership, which aims to serve 250,000 military youth living in civilian communities where the need is the greatest by 2020.

BGCA will continue to grow our advocacy efforts, increasing awareness about the importance of out-of-school time programming and championing opportunities for all youth. An investment in America's kids and Boys & Girls Clubs will ensure our country's success today and into the future.





Child & Club Safety

Safety is at the foundation of the Boys & Girls Club Movement. It leads everything we do, from program development to staff hiring and practices to training to advocacy. It has always been and will continue to be our top priority.

To gauge Clubs' greatest safety needs, BGCA conducted the Emerging Needs Assessment Survey in 2016. Completed by 314 organizations, it provided us with much-needed insight and a baseline to refine services and resources, with many identifying core issues such as emotional safety and bullying, safety planning, and facilities and transportation as top priorities.

In August 2016, BGCA welcomed some 100 Club professionals, experts and community partners to the Southern California Safer Childhoods Symposium. Participants addressed some of the most pressing issues faced by youth in the region — including trauma and loss, exposure to violence, digital safety, and citizenship — and practical steps to implement safety procedures at Club and community levels. Attendees emerged with tactics to strengthen emotional and physical safety, safety advocacy, and safety partnerships within their organizations.

The Child & Club Safety team also invested significant time providing direct service in 2016, working with Clubs to complete safety assessments, address critical safety needs, and establish board-led safety committees. Partnerships with fellow BGCA teams were fortified as well, including in the areas of digital youth development, bereavement, and inclusion programming strategies around LGBTQ youth and children with special needs.



Native Services

In 2016, 175 Boys & Girls Clubs served more than 86,000 Native youth. These young people represented approximately 100 American Indian, Alaska Native and

Native Hawaiian communities. In 25 states across the country, Boys & Girls Clubs served Native young people in their communities and on their reservations. Children and teens were provided with opportunities to engage in culturally-relevant, targeted programs promoting academic success, healthy lifestyles, and community service. BGCA continues to be the country's largest Native youth-serving agency.



Military Services

For over two decades, BGCA and the U.S. Armed Services have partnered to help children of military families face the unique challenges of military life. Today, this enduring partnership continues to provide children of military personnel with critical youth development programs and activities, giving families the vital support they need. In 2016, some 444,000 youth were served at 481 BGCA-affiliated Youth Centers on U.S. military installations worldwide. Additionally, children of the approximately 75 percent of military families who live outside installations were awarded one-year, no-cost Boys & Girls Club memberships. In 2016, more than 24,000 military youth were served by 1,439 traditional Clubs.



AWARDS AND HONORS

Awards and Honors

In 2016, BGCA recognized several wonderful supporters for their extraordinary devotion to Clubs and kids.

For their ongoing support of BGCA's mission, Lowe's received the Corporate Philanthropy Award, and Bechtel received the Foundation Philanthropy Award.

For expanding their impact by raising funds and collecting back-to-school items for Club kids, longtime BGCA partner Ross Stores received the Cause Marketing Award.

Dedicated Leadership

BGCA's distinguished Board of Governors welcomed three new members in 2016.

Russell C. Ball, CEO,
Wind River Holdings, LP, King of Prussia, Pennsylvania

Dan Borgen, Chairman, President and CEO,
USD Group, LLC, Houston, Texas

Larry Young, President and CEO,
Dr Pepper Snapple Group, Plano, Texas



ALUMNI

Distinguished Alumni



Jocelyn W.
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2016 BOYS & GIRLS CLUBS OF AMERICA (INCLUDING SUBSIDIARIES) CONSOLIDATED INCOME & EXPENSES

	INCOME	%
GIFT SUPPORT		
Individuals	10,099,102	6.1%
Corporations	51,320,269	30.9%
Foundations	5,774,272	3.5%
Special events	8,349,192	5.0%
Trust funds	1,524,800	0.9%
Public grants (govt grants)	67,072,252**	40.4%
Total Gift Support	144,139,887	86.8%

OTHER REVENUE		
Dues from Clubs	9,847,319	5.9%
Investment income	1,170,122	0.7%
Investment transactions including unrealized gains	9,600,680	5.8%
Miscellaneous	1,276,766	0.8%
Total other revenue	21,894,887	13.2%
Total Support and Revenue	166,034,774	100.0%

	EXPENSES	%
PROGRAM SERVICES FOR CLUBS		
On-site assistance to member Clubs	79,929,228	39.6%
Leadership training and development of youth programs	84,364,314	41.8%
Total Program Services	164,293,542	81.4%

SUPPORTING SERVICES		
Fund raising	14,903,260	7.4%
Management and general	22,532,427	11.2%
Total supporting services	37,435,687	18.6%
Total Expenses	201,729,229	100.0%

2016 NET ASSETS		
Unrestricted	166,292,964	
Temporarily restricted	162,456,683	
Permanently restricted	33,795,614	
Total Net Assets	362,545,261	

**Of this \$57,771,948 was passed through to member organizations



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