



BOYS & GIRLS CLUB MOVEMENT

GREATFUTURES 2025

► ► ► Operational Framework

2019 UPDATE

OUR MISSION

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

OUR VISION

Provide a world-class Club Experience that assures success is within reach of every young person who enters our doors with all members on track to graduate from high school with a plan for the future, demonstrating good character and citizenship, and living a healthy lifestyle.

OUR PURPOSE

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

Operational Framework, Annual Plan and Tactics

BOYS & GIRLS CLUB MOVEMENT

GREAT FUTURES 2025

To achieve the Great Futures 2025 plan, every local Club organization will need to align their annual and strategic plans to Great Futures 2025.

Great Futures 2025 was developed with local Club professionals and board members across the Movement and has two components:

1. The **Great Futures 2025 Strategic Direction** outlines the plan's purpose and our Movement's strategic priorities through 2025.
2. The **Great Futures 2025 Operational Framework** is our Movement's detailed implementation guide with annual targets and specific actions for Clubs, and how BGCA will support them.

The actions in bold on the following pages suggest good places to start aligning your local plans with Great Futures 2025. Every local organization should review the suggested Club Actions and consider their own local goals, community needs, staffing, and resources to determine the appropriate actions to take in 2019.

The Operational Framework will be updated annually by the National Planning Commission based on our progress, new learning and ongoing dialogue, including conversations at Area Councils and regional and national conferences.

GREAT FUTURES 2025 STRATEGIC DIRECTION

Purpose

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

Priorities

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

The Goal

To increase the percentage of Club members reporting an optimal Club Experience to 75%.

► Strengthen Organizations



Driving impact and quality requires a strong organization with talented professionals and financial resources. We need to strengthen organizational capacity and capability to improve the Club Experience and continue to expand our reach. The development of senior teams and board leadership at every organization is core to building strong organizations. Additionally, we must take steps to strengthen our collective resource development capacity. Maximizing our success will require Clubs and BGCA to implement new strategies collaboratively.

STRENGTHEN ORGANIZATIONS

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Objective: Build strong executive and board leadership to lead organizations that drive impact.

YEAR	TARGET	CLUB ACTIONS	BGCA ACTIONS
2019	<p>55% of organizations realize gains in key metrics, with less than 20% declining¹</p> <p>Reduce new CEO turnover from 12 to 10.8%</p>	<ul style="list-style-type: none"> Club CEOs and board leaders set targets for key metrics and monitor progress Commit resources to CEO search and selection Commit resources to professional development for CEO and senior team CEO and senior team members write individual development plans and participate in annual learning opportunities including the Advanced Leadership Program within three years of hire and Mastery Level development opportunities subsequently Boards commit to adopt board quality standards and implement annual improvement plans Develop succession plans for senior team roles Develop a board-approved 3-year plan aligned with Great Futures 2025 Commit to increase funding for systems, infrastructure and compensation needed to support Great Futures 2025 	<ul style="list-style-type: none"> Consult with organizations on setting goals, monitoring performance, and developing annual and strategic planning Guide new CEO searches Provide a full continuum of executive leadership and board development Make annual investments to support executive leadership development scholarships Refresh and release standards for board quality and pilot new board assessment tool Pilot an ALP focused on the Club Experience

STRENGTHEN ORGANIZATIONS

YEAR	TARGET	CLUB ACTIONS	BGCA ACTIONS
2020	60% of organizations realize annual gains in key metrics, with less than 15% declining Reduce new CEO turnover from 10.8 to 10%	<ul style="list-style-type: none"> Club CEOs and board leaders set targets for key metrics and monitor progress Commit resources to CEO search and selection Commit resources to professional development for CEO and senior team CEO and senior team members write individual development plans and participate in annual learning opportunities including the Advanced Leadership Program within three years of hire and Mastery Level development opportunities subsequently Boards commit to adopt board quality standards and implement annual improvement plans 	<ul style="list-style-type: none"> Consult with organizations on setting goals, monitoring performance, and developing annual and strategic planning Provide a full continuum of executive leadership and board development Make annual investments to support executive leadership development scholarships Increase board learning opportunities Pilot an emerging leaders program
2021	65% of organizations realize annual gains in key metrics, with less than 10% declining	<ul style="list-style-type: none"> Develop succession plans for senior team roles 	<ul style="list-style-type: none"> Consult with organizations on setting goals, monitoring performance, and developing annual and strategic planning
2022	70% of organizations realize annual gains in key metrics, with less than 5% declining	<ul style="list-style-type: none"> Develop a board-approved 3-year plan aligned with Great Futures 2025 Commit to increase funding for systems, infrastructure and compensation needed to support Great Futures 2025 	<ul style="list-style-type: none"> Provide a full continuum of executive leadership and board development Make annual investments to support executive leadership development scholarships

STRENGTHEN
ORGANIZATIONS

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Objective: Grow the resource development capacity of local Clubs and the Movement.

YEAR	TARGET	CLUB ACTIONS	BGCA ACTIONS
2019	\$2.2B total Movement income ²	<ul style="list-style-type: none"> Establish goal of 100% board giving Participate in assessment to determine baseline RD needs Develop a comprehensive individual giving program including annual campaign, major gifts and legacy giving Develop localized case for support tied to GF2025 Participate in the Advanced RD Learning Academy Test and provide feedback on collaborative resource development efforts 	<ul style="list-style-type: none"> Support and build resource development capacity through training, consultation and other supporting resources, including how Clubs can make a compelling case for support of Great Futures 2025 Expand and test efforts to collaboratively raise funds Provide RD consulting to 70% of organizations Deliver Advanced Leadership Academy to 150 RD professionals Implement rural Club funding strategy Grow pass-through funding to Clubs through government, IDM, alumni and cause marketing initiatives and regularly communicate progress to field

STRENGTHEN ORGANIZATIONS

YEAR	TARGET	CLUB ACTIONS	BGCA ACTIONS
2020	\$2.4B total Movement income	<ul style="list-style-type: none"> Conduct a comprehensive individual giving program including annual campaign, major gifts and legacy giving Create a comprehensive, long term RD plan aligned to local Great Futures 2025 plan Participate in the Advanced RD Learning Academy 	<ul style="list-style-type: none"> Provide RD consulting to 85% of organizations Deliver Advanced RD Learning Academy to 300 RD professionals Grow pass-through to Clubs through government, IDM, alumni, cause and communicate progress to field
2021	\$2.6B total Movement income	<ul style="list-style-type: none"> Utilize donor database, such as the one included in MyClubHub 	<ul style="list-style-type: none"> Provide RD consulting to 100% of organizations Deliver Advanced RD Learning Academy to 500 RD professionals Grow pass-through to Clubs through government, IDM, alumni, cause and communicate progress to field
2022	\$2.9B total Movement income	<ul style="list-style-type: none"> Conduct a comprehensive individual giving program including annual campaign, major gifts and legacy giving Participate in the Advanced RD Learning Academy Utilize donor database, such as the one included in MyClubHub Participate in Movement-wide Great Futures Campaign 	<ul style="list-style-type: none"> Provide RD consulting to 100% of organizations Deliver Advanced RD Learning Academy to 650 RD professionals Grow pass-through to Clubs through government, IDM, alumni and cause and communicate progress to field Support implementation of Movement-wide Great Futures Campaign

STRENGTHEN ORGANIZATIONS

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Objective: Strengthen traditional organizations to improve delivery of services through consolidations, mergers, management agreements, shared services and other innovative solutions.

YEAR	TARGET	CLUB ACTIONS	BGCA ACTIONS
2019	Complete innovative operating model agreements in 50 organizations to improve youth experience and impact outcomes ³ Convert 2018 management agreements to mergers	• Explore ways to work and partner together to strengthen organizational impact and efficiency	<ul style="list-style-type: none"> Identify potential opportunities for consolidations or other innovative operating models Provide templates, facilitate discussions, and support due diligence, implementation, infrastructure and capacity building resources Support change management in consolidated organizations Create mapping for local Club service areas and territories
2020	Complete innovative operating model agreements in 40 organizations Convert 2019 management agreements to mergers		
2021	Complete innovative operating model agreements in 30 organizations Convert 2020 management agreements to mergers		
2022	Convert 2021 management agreements to mergers		

STRENGTHEN ORGANIZATIONS

Objective: Build and support a common Club management system.

YEAR	TARGET	CLUB ACTIONS	BGCA ACTIONS
2019	Pilot the MyClubHub system	<ul style="list-style-type: none"> • Clean data and prepare to move to the new system • Train staff and set high expectations for data management • Implement MyClubHub 	<ul style="list-style-type: none"> • Support Clubs implementing MyClubHub • Continually enhance functionality • Provide transparent reporting on system adoption and financials
2020	40% of organizations implement MyClubHub		
2021	60% of organizations implement MyClubHub		
2022	70% of organizations implement MyClubHub		

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Objective: Enhance safety in Clubs by significantly enhancing standards and policies as well as securing a line of sight in to every Clubhouse

YEAR	TARGET	CLUB ACTIONS	BGCA ACTIONS
2019	Adopt optimal safety standards Develop an observational safety assessment tool Pilot observational safety assessments with 216 Club sites Adopt and pilot an emergency notification system Increase participation in Safety Readiness Day by 25% Consider additional membership requirements related to safety	<ul style="list-style-type: none"> Socialize optimal safety standards for use in Clubhouses Conduct self-assessment using observational safety assessment tool Activate and engage safety committees to review safety standards, insurance, and assessment results Design and monitor scorecards and review them at every Board of Directors meeting Implement and track progress for safety improvement plans at each site Adopt emergency notification system Actively participate in Safety Readiness Day 	<ul style="list-style-type: none"> Pilot 216 observational safety assessments using multiple methods (including digital) Evaluate and refine the observational assessment model Share aggregate results of the assessments, evaluation findings and go-forward plan Support implementation and maintenance of an emergency notification system Analyze incident reports and increase safety training offerings to help reduce/mitigate incidents Convene national safety leaders to inform training and resources Actively communicate recommendations on insurance
2020	Scale observation process to reach 2,000 sites Increase adoption of the emergency notification system by 25%	<ul style="list-style-type: none"> Continue to identify risks and support with a documented safety improvement plan and mandatory staff training with an established and board approved cadence 	<ul style="list-style-type: none"> Conduct observational safety assessments Maintain emergency notification system
2021	Scale observation process to reach all remaining sites Increase adoption of the emergency notification system by 25%	<ul style="list-style-type: none"> Adopt emergency notification system Actively participate in Safety Readiness Day 	
2022	Increase adoption of the emergency notification system by 25%		

► Improve Program Quality



We will take steps to achieve a high level of program quality at every Boys & Girls Club. One of the greatest challenges to our success is the variability in program quality. This is a mission-critical priority; otherwise, our vision cannot be realized. To achieve a high level of quality, Boys & Girls Clubs should define quality; establish quality standards and an assessment process; and train every full- and part-time staff person to implement a quality Club Experience that leads to life-changing outcomes for youth.

IMPROVE PROGRAM QUALITY

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Objective: Establish programming models for the Club Experience that support high-quality youth development and drive youth outcomes.

YEAR	TARGET	CLUB ACTIONS	BGCA ACTIONS
2019	<p>Scale use of best practices, quality program guidelines and standards, and evidence-informed programs and activities</p> <p>Build evidence of effectiveness of the overall Club program model</p>	<ul style="list-style-type: none"> Utilize Program Basics resources and updated curricula Share best practices and successful programming strategies Adopt practices and models that are successful Use an annual and seasonal program plan to create weekly schedules at each Club site 	<ul style="list-style-type: none"> Refine and expand measures of program quality and youth outcomes Work with third-party experts to develop a Club Experience logic model to demonstrate how the overall Club Experience leads to positive youth outcomes Engage advisory group and conduct research to identify highest impact elements of the Club Experience model and establish readiness criteria for implementation Update and standardize curricula to include staff practices that support the Club experience, development of core skills, career exploration and digital experiences
2020			<ul style="list-style-type: none"> Develop cost estimates for implementation of the Club Experience model Develop resources to support the implementation of the Club Experience model Update and standardize curricula to include staff practices that support a high-quality Club Experience, development of core skills, career exploration and digital experiences Continue to evaluate and refine the Club Experience model and implementation supports
2021			<ul style="list-style-type: none"> Continue to evaluate and refine the Club Experience model and implementation supports
2022			

INCREASE PROGRAM QUALITY

Objective: Adopt a continuous quality improvement (CQI) process to improve program quality including standards, assessments, training, and planning based on assessment results.

YEAR	TARGET	CLUB ACTIONS	BGCA ACTIONS
2019	<p>55 organizations implement and test full CQI process</p> <p>100 trainers certified in Youth Work Methods</p> <p>100 external assessors certified</p>	<ul style="list-style-type: none"> Lead and support a culture of learning that embraces high standards and continuous improvement at all levels Conduct self-assessments of program quality at each site at least annually Develop and monitor site-level improvement plans based on NYOI and self-assessment data Review quality assessments and improvement plans at board and executive meetings at least annually Send staff to be certified as Youth Work Methods trainers and reliable assessors 	<ul style="list-style-type: none"> Lead and support a culture of learning that embraces high standards and continuous improvement at all levels Launch continuous quality improvement (CQI) implementation toolkit Provide training to support CQI including CQI Basics, Youth Work Methods Training of Trainers, External Assessors Reliability Training, and Planning with Data Support implementation of CQI Develop technology for assessments and reporting

INCREASE
PROGRAM QUALITY

BOYS & GIRLS CLUB MOVEMENT
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YEAR	TARGET	CLUB ACTIONS	BGCA ACTIONS
2020	<p>300 organizations conduct self-assessments and create improvement plans at every site</p> <p>200 additional trainers certified in Youth Work Methods</p> <p>200 additional external assessors certified</p>	<ul style="list-style-type: none"> Lead and support a culture of learning that embraces high standards and continuous improvement at all levels Conduct self-assessments of program quality at each site at least annually Develop and monitor site-level improvement plans based on NYOI and self-assessment data Review quality assessments and improvement plans at board and executive meetings at least annually Send staff to be certified as Youth Work Methods trainers and reliable assessors 	<ul style="list-style-type: none"> Provide training to support CQI including CQI Basics, Youth Work Methods Training of Trainers, External Assessors Reliability Training, and Planning with Data Support implementation of CQI
2021	<p>500 organizations conduct self-assessments and create improvement plans at every site</p> <p>200 additional trainers certified in Youth Work Methods</p> <p>350 additional external assessors certified</p>		
2022	<p>600 organizations conduct self-assessments and create improvement plans at every site</p> <p>200 additional trainers certified in Youth Work Methods</p> <p>350 additional external assessors certified</p>		

INCREASE PROGRAM QUALITY

Objective: Provide state-of-the-art training and talent management resources to assure Clubs have trained and capable front-line staff and volunteers.

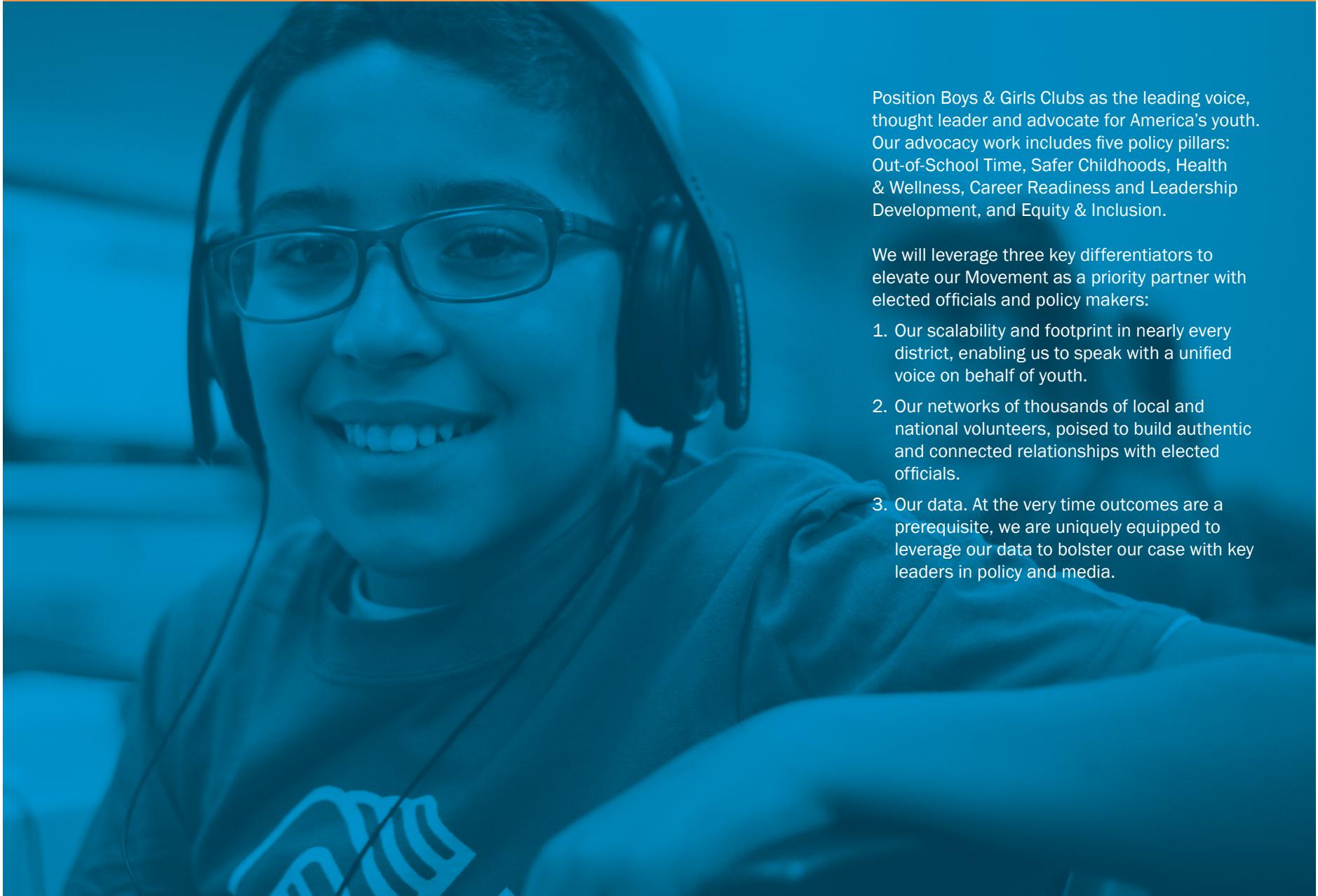
YEAR	TARGET	CLUB ACTIONS	BGCA ACTIONS
2019	<p>Adopt a learning road map for Youth Development Professionals and Club Directors</p> <p>1,200 Club Directors earn a “Leading the Club Experience” certificate⁴</p> <p>120 trainers endorsed to train locally embedded instructors on core youth development courses⁵</p>	<ul style="list-style-type: none"> Commit resources to staff development and talent management Create, resource and implement professional development plans for all positions Send Club Directors and their supervisors to Club Directors Academy and ensure completion of pre- and post-work Send YDPs and their supervisors to a Youth Development Institute All YDPs complete orientation and core youth development courses within 90 days of hire 	<ul style="list-style-type: none"> Promote a competency-based learning road map for Youth Development Professionals and Club Directors Update trainings for Youth Development Professionals and Club Directors to reflect the learning road map and Club input Implement and support Club Directors Academy, including pre- and post-work Launch a National Facilitators Program to endorse facilitator instructors to prepare locally embedded training facilitators
2020	<p>1,200 Club Directors earn a “Leading the Club Experience” certificate</p> <p>120 trainers endorsed to train locally embedded instructors on core youth development courses</p>	<ul style="list-style-type: none"> Send staff to be certified as trainers or instructors Endorsed trainers and instructors lead training at local, state and national events Plan and participate in training events with other Clubs 	<ul style="list-style-type: none"> Refresh training for Youth Development Professionals and Club Directors based on feedback from the field and to ensure alignment with Club program model Develop a learning road map for operations professionals Build learning opportunities and talent management resources for operations professionals Maintain and continuously improve learning road maps, associated courses and National Instructors Program In collaboration with Clubs, provide training agendas for local and state training events; deliver training of trainers opportunities at these events

INCREASE PROGRAM QUALITY

BOYS & GIRLS CLUB MOVEMENT
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YEAR	TARGET	CLUB ACTIONS	BGCA ACTIONS
2021	<p>1,000 Club Directors earn a “Leading the Club Experience” certificate</p> <p>120 trainers endorsed to train locally embedded instructors on core youth development courses</p>	<ul style="list-style-type: none"> Commit resources to staff development and talent management Create, resource and implement professional development plans for all positions Send Club Directors and their supervisors to Club Directors Academy and ensure completion of pre- and post-work 	<ul style="list-style-type: none"> Refresh training for Youth Development Professionals and Club Directors based on feedback from the field and to ensure alignment to Club program model Develop a learning road map for operations professionals Build courses and talent management resources for operations professionals
2022	<p>800 Club Directors earn a “Leading the Club Experience” certificate</p> <p>120 trainers endorsed to train locally embedded instructors on core youth development courses</p>	<ul style="list-style-type: none"> Send YDPs and their supervisors to a Youth Development Institute All YDPs complete orientation and core youth development courses within 90 days of hire Send staff to be certified as trainers or instructors Endorsed trainers and instructors lead training at local, state and national events 	<ul style="list-style-type: none"> Maintain and continuously improve learning road maps, associated courses and National Instructors Program In collaboration with Clubs, provide training agendas for local and state training events; deliver training of trainers opportunities at these events

► Advocate for Youth Development



Position Boys & Girls Clubs as the leading voice, thought leader and advocate for America's youth. Our advocacy work includes five policy pillars: Out-of-School Time, Safer Childhoods, Health & Wellness, Career Readiness and Leadership Development, and Equity & Inclusion.

We will leverage three key differentiators to elevate our Movement as a priority partner with elected officials and policy makers:

1. Our scalability and footprint in nearly every district, enabling us to speak with a unified voice on behalf of youth.
2. Our networks of thousands of local and national volunteers, poised to build authentic and connected relationships with elected officials.
3. Our data. At the very time outcomes are a prerequisite, we are uniquely equipped to leverage our data to bolster our case with key leaders in policy and media.

ADVOCATE FOR YOUTH DEVELOPMENT

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Objective: Engage in advocacy to build awareness and understanding of the importance of out-of-school time and youth development as economic, moral and national imperatives.

YEAR	TARGET	CLUB ACTIONS	BGCA ACTIONS
2019	Grow public funding to \$200M 41% of organizations engage in year-round advocacy ⁷ 25% of state alliances have advocacy plans aligned to the Agenda for America's Youth	<ul style="list-style-type: none"> Attend State Alliance meetings Participate in a State Alliance, including an assessment of organization-specific advocacy capacity Develop State Alliance advocacy plans aligned to the Agenda for America's Youth and youth needs in the state Participate in advocacy trainings 	<ul style="list-style-type: none"> Further define the Agenda for America's Youth policy pillars and establish brand advocacy messaging and model legislation for each pillar Forge or grow partnerships for each policy platform Develop and execute advocacy training and consultations Implement high-quality legislative engagement opportunities such as NDOA and state legislative events
2020	Grow public funding to \$219M 50% of organizations engage in year-round advocacy 50% of State Alliances have aligned advocacy plans 30% of organizations have advocacy plans that complement their strategic plans for 2025	<ul style="list-style-type: none"> Budget, prioritize, and participate in national and local advocacy events Engage elected officials in local, state and national Boys & Girls Club events Join "Catalyst for Change" advocacy network and promote among staff, boards and local stakeholders; activate calls-to-action to influence advocacy campaigns 	<ul style="list-style-type: none"> Grow relationships with targeted state and federal officials and provide engagement opportunities for constituent Clubs Utilize "Catalyst for Change" advocacy network to drive action on policies impacting all youth Develop resources on policies impacting all youth and provide tools for effective engagement to influence advocacy campaigns
2021	Grow public funding to \$238M 60% of organizations engage in year-round advocacy 75% of State Alliances have aligned advocacy plans 60% of organizations have advocacy plans that complement their strategic plans for 2025	<ul style="list-style-type: none"> Incorporate a local advocacy plan as part of strategic plans Engage youth in advocacy efforts and incorporate them in planning 	<ul style="list-style-type: none"> Support, train, assist Clubs to build their aligned and localized Agenda for Youth tailored to their community Engage private sector, thought leaders and media in Agenda for America's Youth Incorporate youth advocacy in curricula and other programmatic supports
2022	Grow public funding to \$249M 70% of organizations engage in year-round advocacy 100% of state alliances have aligned advocacy plans 75% of organizations have advocacy plans that complement their strategic plans for 2025 Public launch of the Agenda for America's Youth at national and local levels		

► Reach More Youth



When we address quality and establish ourselves as thought leaders, Boys & Girls Clubs will be positioned to expand, and pursue our vision that every child in America has access to a life-changing Club Experience. Growth should be incremental initially, followed by accelerated growth from 2021 to 2025, with an aspirational goal of serving 1 million youth daily and 8 million annually. This portion of the plan will require additional consideration and review as we approach the latter part of the timeline.

Objective: Increase daily participation in Boys & Girls Club programs.

YEAR	TARGET	CLUB ACTIONS	BGCA ACTIONS
2019	Increase number of youth served daily by 4% (estimated 485K)	<ul style="list-style-type: none"> Set annual goals to increase participation at existing sites and with community partners Adopt a resource development strategy focused on quality programming and growth Develop long-term growth strategy and plan 	<ul style="list-style-type: none"> Support annual goal-setting around attendance and reach. Provide best practices and recognize success Develop the strategic plan for growth Expand existing partnerships and build new ones to support growth Develop a digital Clubhouse strategy Pilot rural growth strategy Define the case for innovative, nontraditional service
2020	Increase number of youth served daily by 4% (estimated 504K)	<ul style="list-style-type: none"> Identify potential growth areas for new sites Prepare to implement growth plan Partner with BGCA to pilot innovative growth strategies or models 	<ul style="list-style-type: none"> Support annual goal-setting around attendance and reach. Provide best practices and recognize success Expand existing partnerships and build new ones to support growth Pilot program contract services Pilot digital Clubhouse strategy Expand pilot of rural growth strategy
2021	Increase number of youth served daily by 5% (estimated 529K)	<ul style="list-style-type: none"> Implement growth plans Partner with BGCA to pilot innovative growth strategies or models 	<ul style="list-style-type: none"> Support annual goal-setting around attendance and reach. Provide best practices and recognize success Expand existing partnerships and build new ones to support growth
2022	Increase number of youth served daily by 7% (estimated 566K)		<ul style="list-style-type: none"> Pending learning from pilots, scale rural growth strategy, program contract services, digital Clubhouse strategy or other innovative models

Objective: Keep Club members engaged through high school graduation.

YEAR	TARGET	CLUB ACTIONS	BGCA ACTIONS
2019	Increase teens served by 3% (estimated 606K teens)	<ul style="list-style-type: none"> Make serving teens a priority; set annual goals and provide resources Open Clubs/provide programming to youth in middle and high schools 	<ul style="list-style-type: none"> Provide training for teen-serving staff, including part-time staff Increase digital programming Identify job/job-skills certification partners and national partners for work placement Support workforce programming and job/job-skills certifications
2020	Increase teens served by 4% (estimated 630K teens)	<ul style="list-style-type: none"> Allow responsible use of digital devices and Wi-Fi by members Offer career programming including work-based learning experiences and/or certification/credentials 	
2021	Increase teens served by 4% (estimated 655K teens)		
2021	Increase teens served by 6% (estimated 694K teens)		

► Strengthen the Movement



The 2025 strategic direction calls for continued Movement-wide dialogue to consider changes that will better enable all Clubs to serve youth and communities. To ensure these are inclusive and timely discussions, we must improve communication among Club staff, boards and BGCA. Improved communications will enable stronger governance and will ultimately strengthen our Movement. A fifth priority has been added to Great Futures 2025 to capture the importance of the way we work together to build a strong, inclusive and connected Movement.

Objective: Improve communications and redesign Area Councils to accelerate Movement priorities and organizational performance.

YEAR	TARGET	CLUB ACTIONS	BGCA ACTIONS
2019	100% of Area Councils complete a baseline assessment	<ul style="list-style-type: none"> • Designate new Area Council Liaison from organizational leadership 	<ul style="list-style-type: none"> • Develop platforms for enhanced communications, collaboration and sharing • Develop and share decision-making protocols in line with our constitution • Define purpose and value of Area Council • Define Area Council quality standards in partnership with National Area Council Committee (NACC) • In partnership with NACC, provide direction, resources, content and agendas for Area Council meetings • Develop position description for Area Council liaison • Pilot virtual Area Council meetings and evaluate effectiveness

YEAR	TARGET	CLUB ACTIONS	BGCA ACTIONS
2020	100% of Area Councils create an improvement plan 50% of Area Councils meet quality standards Establish platforms and processes for three-way communications (BGCA to Clubs, Clubs to BGCA and Clubs to Clubs) and sharing of best practices	<ul style="list-style-type: none"> Work with Area Councils to define minimum standards of engagement for liaisons Provide contact information for board members, tribal council members, or lead military representatives Participate in four Area Council meetings per year (combination of virtual and in-person) including an annual planning meeting for the Area Council Board leadership, executive leadership and staff engage in new communication platforms and share best practices 	<ul style="list-style-type: none"> Develop platforms for enhanced communications, collaboration and sharing Provide support for Area Council meetings and facilitate annual planning meetings resulting in Area Council improvement plans Establish meaningful agendas for Area Council meetings including updates on performance of Clubs and strategic direction of the Movement Provide technology solutions for virtual Area Council meetings and to enable board member communication
2021	75% of Area Councils meet quality standards		
2021	100% of Area Councils meet quality standards		

Endnotes

- ¹ 2017 baseline is 45% with gains and 29% with declines. Measures considered are: ADA, teens and registered members (RMs). Gain = growth in ADA and at least 1 membership measure (teens or RMs). Decline = losses in 2 or more measures. Those with losses in ADA but gains in both RMs and teens fall in the middle.
- ² In 2016 (the most recent year for which we have complete financial data) 8% of Club revenue came from capital campaigns.
- ³ In 2016-2018 an estimated 140 innovative operating model agreements will have been completed. Reaching the targets outlined for 2019-2021 will result in an estimated total 260 innovative operating model agreements.
- ⁴ “Leading the Club Experience” certificate is awarded upon completion of the Club Directors Academy post-work.
- ⁵ If 120 endorsed trainers each prepare 10 instructors who then facilitate courses for 10 YDPs, the cohort of 120 trainers would reach 12,000 YDPs with face-to-face youth development training.
- ⁶ Updates and replaces the National Training Associates Program. Includes master facilitators who endorse facilitator instructors who endorse locally embedded facilitators.
- ⁷ Defined as 4+ local advocacy touchpoints at the federal, state or local level, which may include state or federal advocacy day events engaging elected officials locally, etc.
- ⁸ The Area Council Liaison should be designated from organizational leadership, such as the board executive committee, officers, tribal council or lead military representatives. Include terms for your Area Council Liaison and governance for their selection.





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OF AMERICA**

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