



BOYS & GIRLS CLUBS
FLORIDA ALLIANCE

Florida Alliance Strategic Plan: 2008 – 2012

— August 23, 2008 —

“A plan that assures effective and efficient governance and management to support the directions and activities of the Florida Alliance.”

Mission Statement: To raise and sustain statewide funding for member organizations to help them enable all young people, especially those who need us most, to reach their full potential as productive, caring, responsible citizens.

Vision Statement: The Florida Alliance, and local partnering Clubs in Florida, envisions a future in which the Boys & Girls Clubs in Florida are a catalyst for success that is in reach of every child, and whole generations of children are inspired to a high level of community engagement.

Overview of State Alliances: Boys & Girls Clubs of America recognizes the value of local Boys & Girls Clubs working collectively as Area Councils and creating separate state alliances under B&GCA's 501(c)(4) strategy. The purpose of the state alliance initiative is to organize a collective body of Boys & Girls Clubs into a single force of leverage and influence to secure state funding to benefit the needs of the member organizations of the alliance. State alliances were developed under the leadership of BGCA's Office of Government Relations and are considered to be separate but operating in partnership with local Area Councils to achieve the purposes outlined above.

Overview of Area Councils: Area Councils have been an important and powerful force in the Boys & Girls Club Movement since their creation in 1944. They provide the chief medium for securing and maintaining the interest and active participation of Board volunteers in Boys & Girls Clubs of America affairs. Area Councils are frequently the channel through which ideas, suggestions, and proposals flow to National Council, the governing body for Boys & Girls Clubs. In addition to enhancing the flow of information between local organizations and Boys & Girls Clubs of America, Area Councils bring board volunteers together to exchange information and discuss plans, trends, common challenges and best practices. Conversely, Area Councils are often called upon to implement the programs and initiatives needed to expand the philosophy and aims of Clubs nationally.

STRATEGIC AREA #1 – Implement An Impact With Growth Agenda

Goals and Success Indicators:

- To seek and secure resources for Florida Boys & Girls Clubs as they work to positively impact the lives of Club members with an emphasis on garnering resources for activities that result in measurable outcomes in the areas of successful academic achievement, life aspirations and juvenile crime reduction.
- To ensure that the Alliance will be a responsible recipient of government and private funding by implementing effective measures and accountability standards related to programs and administration.

Strategies and Tactics:

1. Associate the “Florida Fact Book” data with other measurable instruments to develop outcome statements related to program impact on youth members statewide.
2. Utilize the results of the TaxWatch Statewide Study, Project Learn Evaluation and other evaluation instruments as measurable evidence of our ability to make a recognizable difference in lives of the children we serve statewide.
3. Produce an annual report that will highlight the measurable outcomes and impact of the work of Boys & Girls Clubs of Florida; key facts about the large number of youth served; major Boys & Girls Clubs events and activities and highlight outstanding Florida Boys & Girls Clubs youth and programs.
4. Place highest emphasis on character and academic development to youth who need us most throughout the state when seeking funding.
5. Work with the Florida Department of Education and Juvenile Justice System to develop several pilot projects that establishes afterschool programs for middle school youth.
6. Continue working with the Florida Department of Juvenile Justice to develop additional Gang Prevention Program sites that addresses issues related to Florida’s Gang Reduction Strategy.
7. Future Study Enhancements related to the TaxWatch study: Survey Florida Boys & Girls Club membership to obtain data on their perceptions of program quality and impact.

8. Capture Alumni Longitudinal data to enable further evaluation of Post Secondary Education Costs, Child Welfare Costs, Cost of incarceration and lifetime earning potential.

STRATEGIC AREA #2 – Build Strong Organizations

Goals and Success Indicators:

- The Alliance will actively seek to secure a broader range of funding streams from State entities that will allow member organizations to receive additional funds to stabilize existing services and opportunities for further growth and expansion.
- As other funding opportunities arise (Non-Government), discuss potential revenue source with all interested parties (Alliance Member Organizations/Board of Directors, etc.).
- The Alliance will also seek out non-government Associations and Organizations to partner with for the purpose of securing funds and expanding programs.

Strategies and Tactics:

1. The Alliance will continue working with the following organizations to build a stronger base of partnerships statewide:
 - Florida Afterschool Network
 - Florida Afterschool Alliance
 - College Goal Sunday
 - Florida's Substance Abuse and Prevention Council
 - Florida's Mentoring Partnership
 - Department of Juvenile Justice
 - Department of Education
 - Department of Children and Families
 - Office of Drug Control
 - Florida Children's Services Council
 - Mott Foundation
 - Comcast Foundation
2. The Alliance will establish measures of performance and success, and report results to Clubs at its Annual Meeting.
3. The Alliance will routinely assess the best means for managing and administering State funds.

4. The Alliance will actively seek funding annually to help offset expenses associated with the state's All Staff Training program. Working with Florida representatives serving on Boys & Girls Clubs of America's Training and Professional Development Committee, the Alliance will help coordinate/finance training for all Member organizations and their respective staff.
5. The Alliance board of directors, working in concert with Area Council leadership, will seek to establish opportunities for all member agencies to share best practices related to programs and administrative accomplishments no less than annually.
6. Seek to improve unity and demonstrate the benefits of Alliance membership by providing constant communication between the Alliance board of directors and member organizations.

STRATEGIC AREA #3 – Expand Influence of the Movement Beyond our Walls

Goals and Success Indicators:

- Establish ourselves as the “go to” Youth Development Organization in Florida.
- Speak with one voice to the Florida State Legislature by maintaining 100% participation of all Florida Boys & Girls Club organizations.
- The Florida Alliance will be recognized nationally as the leading State Alliance, forging the directions other State Alliances will look to and follow.
- Continue to work with Regional Staff of Boys & Girls Clubs of America and Alliance Member Agencies to expand quality youth development programs throughout the state by:
 - promoting public awareness of youth development and the problems youth face in Florida.
 - promoting and strengthening Boys & Girls Clubs relationships with both public and private agencies throughout the state.

Strategies and Tactics:

1. Meet individually with all member organization's Boards of Directors and CPOs' to inform/educate them as to the mission of the Alliance and its legislative agenda.
2. Assist member organizations in identifying primary and secondary State stakeholders and develop contact management strategies for these key contacts.

3. The Alliance will develop and showcase proven results, through youth-focused mass media coverage (eg: refinement of Youth of the Year activities and events)
4. The Alliance will work with the Regional Staff for Boys & Girls Clubs of America and local Member Organizations to identify unserved and underserved areas of the State to establish new Clubs.
5. The Alliance will expand the influence of the movement beyond local organizations' walls through an aggressive Legislative Grass Roots Campaign.
6. Every member of the Florida Legislature will be encouraged to visit the local Club in their District every year and participate in Club events when and where possible.
7. Member Organizations will seek to identify one or more individuals associated with their agency who has the ability to "make a call to a key Legislator at a critical time during the legislative process." (On a Sunday afternoon at the Capital, on the Legislator's cell phone or at his/her home during the Legislative Session.)
8. The Alliance Board of Directors will also continue to work with the Regional Staff for Boys & Girls Clubs of America with regards to a comprehensive marketing plan that reaches not only state, local and national municipalities but the general public as well.
9. Implement programs that encourage civic engagement: Lights On Afterschool; College Goal Sunday; National Boys & Girls Club Week; Children's Week Activities at the Capital; Youth of the Year Celebration; National Night Out Activities.
10. Create a Web Site to support Alliance and Area Council activities/programs to market impact and reach as Florida's premiere youth development organization.

STRATEGIC AREA #4 – ASSURE GREATER PUBLIC TRUST

Goals and Success Indicators:

- The Alliance board of directors and its professional leadership will provide progress reports related to legislative and program initiatives to all member organizations on a quarterly basis.
- Continue to work on behalf of all Alliance organizations to assure that the Alliance will be recognized throughout the state for its ethical and professional operations.
- The Alliance will regularly examine its legal and organizational structure and make appropriate adjustments to ensure that it is representative of Clubs statewide.

- The Alliance will continue to operate at the highest standard of ethics and effectiveness that provide for accountabilities and promotes performance that consistently enhance the services and quality of Clubs across the state.

Strategies and Tactics:

1. The Alliance will develop and maintain standards of accountability, for the Alliance operations, meeting and exceeding Boys & Girls Clubs of America & State non-profits requirements of accountability governing 501c4 organizations.
2. The Alliance Board of Directors will establish and monitor personal and organizational ethical standards for member organizations and funders alike.
3. The Executive Director of the Florida Alliance will update the board of directors, member agencies and other interested parties as to the progress of implementing the strategic plan no less than quarterly.

Florida Alliance of Boys & Girls Clubs History / Background

In September of 1997, Roy McBean, then Chairman of the State Development Committee for the Florida Area Council, wrote an impassioned letter to Governor Lawton Chiles, Senator Toni Jennings – President of the Senate and Representative Daniel Webster – Speaker of the House touting the ability of Boys & Girls Clubs in Florida to reach children statewide who were most in need of program services. Little did Roy know that his spirited message to the state's top elected officials then would set the stage for the Alliance a decade later. *“Our (Boys & Girls Clubs) proven track record and outstanding willingness to be held accountable for efficient and cost-effective use of all monies both, public and private, make us believe that we can build a successful partnership with the State of Florida to expand our membership and programs.... Our combined efforts will be targeted to serve children who need us most. In partnership, we will be able to reach out to those in the most disadvantaged circumstances, in urban and rural areas, and especially in distressed neighborhoods. We would appreciate the opportunity to unite our programmatic efforts in Florida's neighborhoods, towns, and inner-cities with yours, thus multiplying many-fold the positive impact we, together, can thread into the lives of today's children - tomorrow's adults.”*

Roy McBean's vision for the Alliance then is still relevant today. A partnership with the State of Florida that continues to expand the reach of Boys & Girls Club programs that build self-esteem and enhance each youth member's sense of belonging, competence, usefulness and influence. Boys & Girls Clubs today have a uniquely qualified and proven delivery system that is accessible to at-risk youth in their neighborhoods, in public housing communities and in schools, and provide quality facilities and facilitators that are safe, friendly and program-oriented. By the end of 2006, there were over 238 “Clubhouses” organized into 43 separate Boys & Girls Club organizations affiliated with the Alliance that provided program services to over 177,000 children between the ages of 6 and 18. Clubs were located in 56 of the state's 67 Counties and employed over 3,000 full and part-time professionals supplemented by 4,100 program and organizational volunteers. Since its inception as a partner with the State of Florida in 1997, over 2 million children have passed through the doors of a local Club or been the recipient of a specific outreach program.

In the Summer of 2007, the Florida Alliance, with permission of its affiliate organizations, commissioned Florida TaxWatch, a highly regarded/respected non-profit, non-partisan research institute, to conduct a statewide evaluation of its program impact upon its youth members. The results of the year-long venture were astounding. What we thought would be revealed in the final results came to fruition as the Study substantiated the most basic premise upon which Boys & Girls Clubs were founded, *“ordinary kids doing extraordinary things in an environment that encourages purpose and direction.”* The study compared the behavioral and academic performance of Florida Boys & Girls Club members to a peer

reference group of students attending the same Florida public schools and the state student population.

Key findings from the study were:

- *The overall **learning gains in reading and mathematics was greater** than the peer reference group and the state student population;*
- ***Rates of absenteeism and serious criminal offenses were significantly lower** at all grade level;*
- *The **dropout rate was lower** than that of both their peer reference group and the state student population; and, If the state dropout rate had been as low as the rate for Club members in our study, there would be **11,293** additional high school graduates. Most notably, there would be:*
 - Increased individual annual earnings of **\$78,316,955**
 - State savings of **\$157,198,560** in Medicaid costs
 - Savings to the state for every school-age child who avoids incarceration...**\$11,463**. Boys & Girls Clubs had over 100,000 “card carrying members” in their programs last year who did just that...you do the math.

As Roy pointed out over a decade ago, Boys & Girls Clubs are more than just an after-school program that provides homework help, “*we have a line-up of tested and proven nationally recognized programs that address the most contemporary youth issues of the day – programs that teach young people the skills they need to succeed in life.*”

