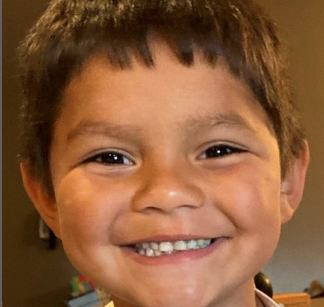




BOYS & GIRLS CLUBS

FUTURE READY

Agenda for Collective Impact



NATIVE
SERVICES



BOYS & GIRLS CLUBS



Boys & Girls Clubs have changed a lot over the past 160+ years. Today, the pace of that change is accelerating. In this environment, keeping up and catching up are not enough. To stay relevant, we have to stay ahead. That takes boldness and vision. It takes connection and collaboration. It takes courage.


In 2023, Boys & Girls Clubs of America (BGCA) convened a National Planning Commission of more than 40 local Boys & Girls Club leaders – representing traditional, military and Native Clubs, as well as national staff. Together, the National Planning Commission spent more than a year digging into data; learning from kids, teens, caregivers and staff; discussing industry trends; reviewing Club insights; and engaging with a broad and diverse cross-section of local Clubs to gather feedback and devise a shared strategic direction for moving us forward.

In 2023 and 2024, more than 200 Native Club leaders contributed to the development of Future Ready, the Boys & Girls Club framework for achieving collective impact for young people.

This framework is based on a simple principle – that while the activities of our Clubs are rightly centered around our local communities, they are also part of a larger whole. The impact we have locally radiates outward, creating ripple effects, elevating our reputation and augmenting the impact of other Clubs. In the end, our local successes accrue and amplify to benefit generations of kids and teens. This first-of-its-kind Native adaptation is designed specifically to ensure relevancy for Native Clubs.



FUTURE READY



Since opening the first Boys & Girls Club on Native lands in 1992, Boys & Girls Clubs of America has grown to serve more than 120,000 Native youth annually. Today, we are the largest Native youth service provider in the nation with over 260 Clubs serving Indigenous families in 29 states. We are honored to partner with over 150 Tribes to provide Native youth culturally relevant after-school and summer programs that celebrate and honor their heritage and identity while building skills to thrive in today's world.


Our commitment to enhancing the positive opportunities Indigenous youth have access to through Boys & Girls Clubs is stronger than ever. We are proud of the growth we have achieved in Native lands and the continuous strides we make toward offering quality programs and safe spaces, all while sustaining and respecting each community's unique cultural values and traditions and lifting up Native voices across our country.

And as we all know, there is still much work to do to address challenges unique to Native communities and help Native youth reach their full potential as their authentic selves. We have an imperative to unite under our collective past and common experiences, to look to the future, celebrate our accomplishments and chart a promising trajectory for Native youth.

Future Ready: Agenda for Collective Impact can help us get there by focusing our efforts collectively and positioning Native Clubs for optimal growth and expansion of the quality services and life-shaping opportunities provided to kids and teens on Native lands. Through the Future Ready framework, we can create an even greater impact for today's youth and future generations.

Together, we will ensure Boys & Girls Clubs on Native lands remain strong, trusted and relevant. Together, we will help young people become Future Ready through a relentless focus on quality and outcomes. Together, we will find bold new ways to extend our reach and speak out with and for Indigenous youth. Finally, we will celebrate the successes of the kids and teens we serve and share the story of our collective impact on Native lands and in communities across the country.

For those of us who serve in Boys & Girls Clubs, this is the work we came to do. It is the sacred mission we continue to safeguard. And it's the pledge we will always stand behind – to guide and support Native youth, providing safe, fun spaces where they can embrace their heritage and identity, where they can belong and grow, and ultimately where they can become the amazing adults we know they will be.





BOYS & GIRLS CLUBS



WHY FUTURE READY

“Future Ready is an overarching, Movement-wide set of bold ambitions for our youth. It provides us a roadmap on how we will serve our youth.”

Jessica Cree Jock, National Planning Commission Member, Executive Director, Akwesasne Boys & Girls Club, Saint Regis Mohawk Tribe

It's a tough world out there. It's no secret that kids and teens today – as in every generation – face a myriad of challenges. One in six lives in a household below the poverty line. Many are falling behind in basic academic disciplines such as reading and math. Emotional and mental health issues are pervasive, affecting young people across all demographic boundaries. College enrollments are down, and many teens are seeking a sense of purpose and direction as they transition into early adulthood.

Demand for services is increasing. Meanwhile, parents and caregivers want solutions, as their own lives become ever more complex. Many are looking for suitable out-of-school-time opportunities and finding few options. In many communities, afterschool programs are fully enrolled, with long waiting lists. In other places, they're simply too expensive.

Teens are looking for solutions, too. They want exposure to jobs and careers, and guidance to prepare them for a rapidly evolving workplace. They want opportunities to lead and to serve. They want to raise their voices on issues they care about – and to have fun with their friends, in a place where they know they will be accepted and supported.

We are uniquely positioned to lead. There's a reason young people want to come to our Clubs – and parents want to send them. Boys & Girls Clubs have a proven blueprint for helping kids and teens build a path to success after high school.

We provide safe, inclusive learning environments staffed by caring adult mentors. We offer high-quality, evidence-informed programming that supports young people's aspirations and helps them find their unique voice. We cultivate purpose and ambition, enable outcomes and speak up for young people. We change lives.

AND WHY NOW?

The opportunity is here – and the time has arrived. The need for Boys & Girls Clubs has never been greater. In every part of every state, we're seeing a surge of unmet demand for out-of-school-time resources – a market searching not just for solutions, but for leadership. And no one else has the reach, experience, expertise and people our Movement can provide.

Through the decades, Boys & Girls Clubs have steadfastly charted a constructive path forward. We've innovated and adapted, reimagining ourselves and anticipating the needs of young people. In the communities we serve and the public spaces we inhabit, we have stood as a strong voice and a reassuring presence, trusted and relied upon to inspire greatness in the next generation and beyond.

And, importantly, we've done it, and will continue to do it, together, pooling our talent and experience and marshalling the awesome force of collective impact. When we do this, the weight of our contribution is increased tenfold, as we become far greater than the sum of our parts.

BETTER, BIGGER, BOLDER

Future Ready is about becoming better, bigger and bolder on behalf of kids and teens.

- ▶ **BETTER** – Enhancing the Club Experience to stay relevant for young people today and into the future
- ▶ **BIGGER** – Growing our reach to address unmet needs as we deepen our engagement with current Club members
- ▶ **BOLDER** – Expanding our influence to elevate opportunity for all young people



BOYS & GIRLS CLUBS



OUR MOVEMENT’S SHARED MISSION AND GUIDING PRINCIPLES ARE THE FOUNDATION ON WHICH FUTURE READY WAS BUILT.

“Future Ready helps Clubs become the best they can be for the youth we serve both on Native Lands and around the country. Being Future Ready means not just anticipating change, but actively allowing youth to shape that change in their life.”

*Paige Moilanen, CEO,
Boys & Girls Club of the Bad River Band
of Lake Superior Chippewa*

MISSION

TO ENABLE ALL YOUNG PEOPLE, ESPECIALLY THOSE WHO NEED US MOST, TO REACH THEIR FULL POTENTIAL AS PRODUCTIVE, CARING, RESPONSIBLE CITIZENS.

GUIDING PRINCIPLES

Boys & Girls Clubs put young people first. We prioritize their safety and elevate their voices in relentless pursuit of our mission in every Club, every day. Our impact is amplified when we work together as a unified Movement, guided by these shared values and principles:

- ▶ **EXCELLENCE:** We are the leaders in youth development. We take a professional approach to our work, setting high standards and investing in the success of our people.
- ▶ **BELONGING:** We create diverse, inclusive environments where every young person, caregiver, staff member, board member and volunteer is valued, respected and has a voice.
- ▶ **CONTINUOUS IMPROVEMENT:** We have a relentless focus on progress. We make data-informed decisions and embrace learning and innovation to increase our impact.
- ▶ **ACCOUNTABILITY:** We act in ways that advance the impact and reputation of the entire Boys & Girls Club Movement.
- ▶ **COLLECTIVE IMPACT:** We collaborate eagerly for the collective good. We help each other get better.



FUTURE READY

COLLECTIVE IMPACT

AN UNSTOPPABLE FORCE

When we work together – when national, regional and local strategies are aligned and driven by a shared mission and direction – our power is unlimited. We work smarter. We share knowledge and resources. We raise our profile and strengthen our brand. And wherever we go, America's youth and communities feel the benefits.

Getting there requires the collaboration of 1,000+ local Club organizations, each applying the tenets of the mission and the Future Ready framework to its plans and strategies. These organizations can then collaborate on key priorities across a state or region, with guidance and support from the national organization. The collective impact of this unified approach is a mark of distinction and a symbol of our leadership in the youth-serving sector.





BOYS & GIRLS CLUBS



OUR PURPOSE

TO INSPIRE AND EMPOWER OUR MEMBERS TO ACHIEVE SUCCESS & TO CHAMPION OPPORTUNITIES FOR ALL INDIGENOUS YOUTH ON NATIVE LANDS.

OUR ASPIRATIONS FOR YOUNG PEOPLE

All Indigenous youth will have equitable access to high-quality youth development that enables them to:

- Be safe and experience social, emotional, physical and mental well-being.
- Graduate high school equipped with skills and experiences that will lead to post-secondary, work and life success.
- Lead change that will advance their families, their communities and the nation.

“ We have a strong relationship and have built trust with our youth and walk with them on their journey toward adulthood. Staff help them build skills, self-esteem, intrinsic motivation; develop goals; and provide support and encouragement as they strive to achieve a brighter future for themselves, their family and community.”

Bruce LeClaire, CEO, Boys & Girls Club of the Southern Ute Indian Tribe

OUR GOALS

OUTCOMES

We will enable young people to achieve positive outcomes in four areas:

- 1 HEALTH & WELL-BEING**
- 2 CHARACTER & LEADERSHIP**
- 3 ACADEMIC SUCCESS**
- 4 LIFE & WORKFORCE READINESS**

By building essential skills and priority outcomes through high-quality Club Experiences and evidence-informed programming, we can nurture lasting impact on the kids, teens and young adults we serve.

To achieve this, **we will provide culturally relevant programs and experiences that support each of the four priority outcome areas and advance community traditions, values and beliefs.**

A NORTH STAR FOR GROWTH

Our national aspirations for growth are bold, with a vision of reaching:

1 MILLION PARTICIPANTS DAILY

1 MILLION TEENS

3.5 MILLION MEMBERS

6 MILLION SERVED ANNUALLY

QUALITY

We will advance program quality and organizational effectiveness.

To succeed as a Movement, we must always pursue excellence. This principle applies to the programming we deliver, the talent we recruit and the protections we provide. But it also applies to our financial stewardship, our administrative expertise, our management of technology and our standing in the community.

On this journey, quality is a never-ending road. As things change – and they always do – we must strive to raise our expectations and set new standards. To achieve this, **we will adopt the discipline and practices of Continuous Quality Improvement (CQI).**

GROWTH

We will expand our reach to address unmet demand for our services, while retaining and deepening engagement with current members.

We will grow in our existing service areas while extending into previously unserved and underserved communities. At the same time, we will deepen our connection with current Club members, engaging more frequently and retaining teen members through their critical adolescent years.

To achieve this, **we will set goals for local growth, based on community needs and opportunities.**

QUANTITY VS. QUALITY SHOULD WE GET BIGGER OR BETTER?

As we seek to grow our Movement across multiple dimensions – membership, teen engagement, daily participation and site presence – we cannot leave quality behind. It's essential to our brand and the young people we serve.

But growth and quality aren't mutually exclusive. In fact, they can serve each other. As we grow, we accumulate more resources, greater influence and a stronger national profile, enhancing our ability to continuously improve. As we strengthen quality, we become more attractive to caregivers and communities, fueling successive waves of expansion as our reputation flourishes.

So the question isn't so much about growth OR quality. Because the best path forward is growth WITH quality.



OUR STRATEGIC PRIORITIES

Our strategic priorities represent the key areas of investment that will be needed to reach our goals. Each priority includes supporting strategies and corresponding Club actions that can be put into practice to advance Future Ready.



ORGANIZATIONAL STRENGTH

We will demonstrate strong financial health, sound governance and sustainable business practices that promote growth and innovation in existing organizations and new growth on Native lands.



TALENT

We will attract, retain and develop diverse, transformational leaders at all levels through customized and culturally relevant training at all levels.



YOUTH & TEEN IMPACT

We will deliver high-quality, culturally relevant practices and intentional learning experiences to every member, every day, building skills and providing experiences that lead to positive outcomes.



INFLUENCE

We will influence public opinion and action to elevate the youth development sector and issues that affect Indigenous youth and teens.



DIGITAL TRANSFORMATION

We will leverage data and technology as strategic advantages in every aspect of our business.

In executing this strategic framework, BGCA remains committed to its longstanding spirit of partnership with local organizations and their leaders – making significant investments in new and updated programs and technology to support Future Ready.



FUTURE READY

COMMITMENT
TO SAFETY

SAFETY: WE WILL NEVER COMPROMISE

No discussion of Movement priorities would be complete without a reaffirmation of our longstanding commitment to safety. In this as in all else, we embrace a culture of continuous improvement.

A comprehensive update of our safety-related membership requirements and a full-scale analysis of Club policies and practices by leading safety experts have substantially elevated our commitment to physical well-being and facility safety. Meanwhile, we've adopted a trauma-informed approach designed to strengthen the mental and emotional health of Club members, staff and volunteers.

Using training, assessments, technology and every other tool at our disposal, we will continue to ensure safe, nurturing environments for those in our care. Nothing is more important.



BOYS & GIRLS CLUBS



ORGANIZATIONAL STRENGTH

WE WILL DEMONSTRATE STRONG FINANCIAL HEALTH, SOUND GOVERNANCE AND SUSTAINABLE BUSINESS PRACTICES THAT PROMOTE GROWTH AND INNOVATION IN EXISTING ORGANIZATIONS AND NEW GROWTH ON NATIVE LANDS.

Our mission is realized through the work of local Club organizations; the strength and viability of those organizations are foundational to our success.

▶▶ KEY STRATEGIES

- ▶ Grow individual giving (when applicable)
- ▶ Strengthen local boards, executive leadership and relationships with Tribal leaders
- ▶ Build and execute ambitious and sustainable growth plans
- ▶ Deepen local, Tribal, statewide and regional collaborations
- ▶ Leverage strategic partnerships to support growth and program quality

BGCA supports Club success on this priority through guidance from directors of organizational development and other subject matter experts; access to tools and templates to support local fundraising; and, for those organizations seeking partnership, counsel on Innovative Operating Models and other synergistic strategies.

“Future Ready is an opportunity for all Club members to gain opportunities to not only experience new programming but develop life skills and lessons that will carry them into the future.”

*Travis Vake, CEO,
Boys & Girls Club of Bois Forte*



TALENT

WE WILL ELEVATE OUR EMPLOYEE VALUE PROPOSITION TO ATTRACT, RETAIN AND DEVELOP DIVERSE, TRANSFORMATIONAL LEADERS THROUGH CUSTOMIZED AND CULTURALLY RELEVANT TRAINING AT ALL LEVELS.

We are in the people business. Skilled staff, volunteers, administrators and leaders connect with kids, teens and communities to forge lasting relationships and create meaningful impact. They are the heart of our Movement.

▶▶ KEY STRATEGIES

- ▶ Elevate talent management expertise in board and staff leadership (when applicable)
- ▶ Foster positive workplace culture
- ▶ Deliver comprehensive, high-quality training and development for Club directors and youth development professionals
- ▶ Deliver consistent, high-quality onboarding for key leadership roles
- ▶ Provide competitive compensation and benefits

BGCA supports Club success on this priority through onboarding; professional development for executives, board members, Club directors and professional staff; compensation guidance; a CEO search function; and workplace culture learning opportunities.

“ We empower diverse transformational leaders to drive impactful, culturally relevant youth development.”

Shanette Wik, CEO, Boys & Girls Club of the Kenai Peninsula



BOYS & GIRLS CLUBS



YOUTH & TEEN IMPACT

WE WILL DELIVER HIGH-QUALITY, CULTURALLY RELEVANT PRACTICES AND INTENTIONAL LEARNING EXPERIENCES TO EVERY MEMBER, EVERY DAY, BUILDING SKILLS AND PROVIDING EXPERIENCES THAT LEAD TO POSITIVE OUTCOMES.

The Club Experience is the key to our success. When Clubs provide safe, inclusive environments, supportive relationships and meaningful, relevant programs and experiences, kids and teens win.

“We are proud and excited to partner with BGCA’s Native Services to ensure Native youth, both in our Clubs and nationwide, have every opportunity to succeed in well-being, academics, character development and workforce readiness. This sets us apart as no other organization is doing the groundbreaking work we’re accomplishing.”

*Jon Solomon, CEO,
Boys & Girls Clubs of Border Towns*

▶▶ KEY STRATEGIES

- ▶ Implement an updated Formula for Impact, delivering programs in each outcome area at every site
- ▶ Utilize the Blueprint for Youth Impact, the organizational practices that drive youth impact, to consistently deliver high-quality Club experiences, across every site
- ▶ Implement trauma-informed practices
- ▶ Elevate the tween and teen experience with distinct programming, services, spaces and branding
- ▶ Measure outcomes and grow the evidence of our impact

BGCA supports Club success on this priority with the recently updated Formula for Impact, evidence-informed programs, CQI assessments and improvement planning supports that leverage the latest in youth development practices. Resources support local implementation of trauma-informed practice, life and workforce readiness strategies, and teen recruitment and retention.



INFLUENCE

WE WILL INFLUENCE PUBLIC OPINION AND ACTION TO ELEVATE THE YOUTH DEVELOPMENT SECTOR AND ISSUES THAT AFFECT INDIGENOUS YOUTH AND TEENS.

Boys & Girls Clubs speak up for youth development as a national priority. We elevate youth voices and champion the needs of kids and teens. Along the way, kids and teens learn from our example as we support them in becoming change agents and effective advocates on issues that matter to them.

▶▶ KEY STRATEGIES

- ▶ Execute multi-channel marketing and media campaigns that elevate our brand
- ▶ Advocate for and with young people on issues that affect kids and teens
- ▶ Contribute expertise and insights to inform the public discourse on key youth topics

BGCA ensures Club success on this priority through its support of State Alliances, as well as resources and training to enhance local execution of multi-channel marketing and media campaigns. Your national organization hosts periodic convenings to elevate out-of-school-time strategies and encourages public policy solutions for key issues affecting youth.

“We foster a sense of belonging, resilience, and confidence, and celebrate each of our kids for who they are. Through the Future Ready initiative, we can create a brighter future for our kids and our community.”

Victoria Pineda, CEO, Boys & Girls Club of the Native Star Foundation



BOYS & GIRLS CLUBS



DIGITAL TRANSFORMATION

WE WILL LEVERAGE DATA AND TECHNOLOGY AS STRATEGIC ADVANTAGES IN EVERY ASPECT OF OUR BUSINESS.

Technology rules the 21st century. To stay relevant, we must modernize and transform – adopting a digital-first mindset and leveraging data and technology to the fullest possible extent. Kids and teens expect it – as do parents, caregivers, staff, volunteers, donors and partners. There is no path to success without it.

“ Our strategic use of data and technology will not only enhance our programs but also influence public opinion to elevate the issues facing indigenous youth and teens, ensuring every member receives intentional learning experiences every day.”

Shanette Wik, CEO, Boys & Girls Club of the Kenai Peninsula

▶▶ KEY STRATEGIES

- ▶ Adopt common practices and systems to enable operational and cost efficiencies
- ▶ Invest in technology resources to enhance and extend the Club Experience for Native Youth
- ▶ Invest in technology resources to support operations, fundraising and data security
- ▶ Leverage technology to advance each of the other strategic priorities

BGCA supports Club success on this priority through powerful applications such as MyClubHub, Spillet Leadership University (SLU), BGCA.net and the popular Club Programs site. BGCA also works to provide mobile support across all digital functions.

MEASURING IMPACT

Impact cannot be defined unless it is measured, and metrics must evolve over time. Foundational tools – such as the Formula for Impact – are aligned with Future Ready and will continue to expand our understanding of the Club’s influence. Tools like MyClubHub will support more refined, real-time, data-driven decision making and learning as we go forward.

In the meantime, an updated strategic direction calls for updated measures. Specifically:

- **We will expand our definition of participation to account for the many innovative ways Clubs are reaching young people.** These include technology-based outreach via virtual synchronous programming, as well as in-person opportunities that don’t involve Club sites, such as mobile programs, case management/mentoring in schools and job coaching.
- **We will expand national membership tracking from birth to age 24.** While Clubs will still determine their own age ranges for members, we will adopt new categories of measurement to include early childhood (ages 4 and under), youth (ages 5-9), tweens (ages 10-12), teens (ages 13-18) and young adults (ages 19-24).
- **We will refine our measures of attendance frequency.** As we work to better understand the effect of participation on outcomes, we will focus on differentiated thresholds for two populations – youth (ages 12 and under) who attend at least twice a week and teens and young adults who attend at least once a week (on average). Increased investment in data systems, data collection and evaluation will refine our understanding of the impact of exposure to the Club Experience.



BOYS & GIRLS CLUBS



JOIN OUR COLLECTIVE IMPACT AGENDA



The success of Future Ready depends on each local Club organization opting in – in ways that make sense for their local communities.

▶▶ EACH CLUB IS ASKED TO DO THREE THINGS:

- ▶ Set local growth goals
- ▶ Activate at least one strategy for each of the five strategic priorities based on local needs
- ▶ Share their commitment so we can support each other and celebrate our shared success

In this way – by joining together across cities, states and regions – we can lift everyone up. We can harness the power of collective impact, with a thousand daily victories in a thousand different communities. The story we'll tell in years to come will be one of hope inspired and promise realized. And we'll tell that story in the same way we do everything else. We'll do it together.

EACH OF US HAS A PART TO PLAY. ARE YOU READY?



“Future Ready:

***Agenda for Collective Impact
is an opportunity to embrace
the future of change for our
Native youth and other youth.
It holds the promise of endless
possibilities for those we serve.”***

*Paige Moilanen, CEO, Boys & Girls Club of Bad River Band
of Lake Superior Chippewa*

FOR ADDITIONAL TOOLS
& RESOURCES VISIT:
futureready.bgca.net



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