

Connect. Innovate. Advance.



Boys & Girls Clubs of Metro Phoenix >



BOYS & GIRLS CLUBS

< Boys & Girls Clubs of the East Valley



In December of 2019, the respective boards of Boys & Girls Clubs of Metro Phoenix and Boys & Girls Clubs of the East Valley voted to merge the two organizations. The new entity will serve communities in Apache Junction, Avondale, Chandler, Gila River, Gilbert, Glendale, Guadalupe, Laveen, Mesa, Peoria, Phoenix, Queen Creek, and Tempe. The vote of each board member during this process is valued; the will of the board determines the vision and direction of the organization. The vision and approach of Boys & Girls Clubs is being shared with you as we work to educate and engage key stakeholders.

BOYS & GIRLS CLUBS MISSION:

To empower all young people, especially those who need us most, to reach their full potential as productive, caring, responsible members of the community.

BOYS & GIRLS CLUBS VISION:

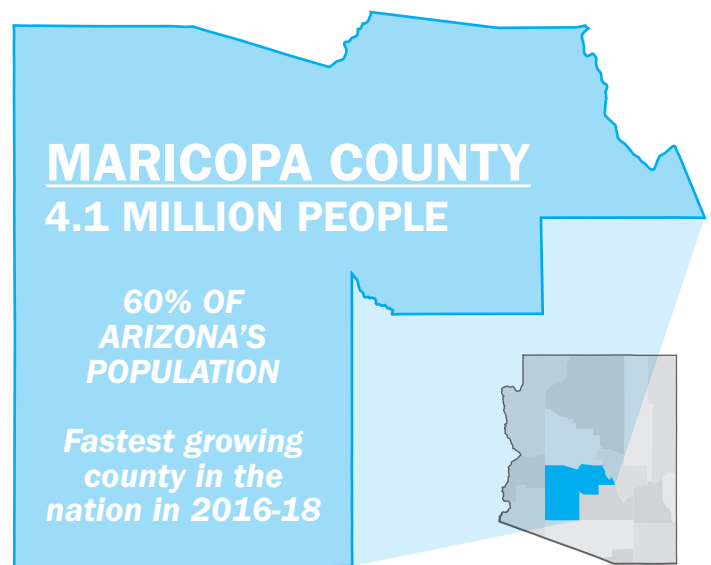
We will become the recognized leader in out-of-school time programming and services in Arizona, ensuring our Club Kids have the skills and resilience to successfully navigate childhood and prepare for adulthood.

THE NEED

Arizona is at a crossroads. We are at a pivotal point in our history – indeed a critical turning point. Our state's future is at risk – the future of our workforce, our economic structure and our future generations. Furthermore, the number of children in Arizona is growing. From 2010 to 2015, Arizona was the seventh fastest-growing state, posting a cumulative growth of 6.82%. All Boys & Girls Clubs who are considering consolidation are located within Maricopa County, an Arizona county which contains over 60% of the State's population and is home to 4.1 million people.¹

The Great American Promise has always been the opportunity for a great future. And today, that promise for kids in many American communities is at risk. This certainly rings true for hundreds of thousands of youth living in Metropolitan Phoenix, where rates of poverty, obesity and high school dropouts are cause for alarm.

- In 2018 Maricopa County was the fastest growing county in the nation, for the third year in a row.²
- Nearly a quarter (24%) of all Arizona children live in poverty, higher than the national average of 19%. Additionally, 23% of Arizona children live in areas of concentrated poverty.³
- Maricopa County High School 2018 dropout rate is 13%.⁴ The unemployment rate is 4.4%.⁵
- 18% of families have no one working and 12% of Maricopa County families receive public assistance.⁶
- 50% of Maricopa County children are eligible for Free or Reduced Lunch.⁷ Maricopa County ranks fourth in the nation in the number of kids living at risk of hunger, with more than a quarter of a million children living in food insecure households. Still, 1 in 7 children under age 5 in Maricopa County are considered obese.⁸



- Less than 25% of Arizona's 3- and 4-year-olds are in a quality learning setting. 44% of 3rd grade students scored proficient or above on the AzMERIT 3rd grade English language arts assessment. 41% of 8th graders are prepared to be successful in high school math.⁹

In the face of these sobering statistics and issues, and the deeply challenging and complex problems they represent, we have a choice to make:

- Continue business as usual, and watch more young people fall into the abyss of decline, under-employment and hopelessness.
- Commit to working harder and smarter than ever, drawing attention, innovative strategies and resources to effectively and aggressively address these issues in consolidated, cost-effective ways with increased leverage.

SHARED HISTORY

Metro Phoenix

Boys & Girls Clubs of Metro Phoenix (BGCMP) has a very proud and triumphant history. In 1946, the BGCMP opened as the Boys Club with two Clubs in the Valley, one at 9th Street and Van Buren, the other at 7th Avenue and Sherman.

The organization grew to 13 Clubs across four Valley cities: Phoenix, Avondale, Glendale and Peoria serving 10,000 Club members and another 19,000 additional youths across Metro Phoenix. More recently, they expanded into school-based sites in 2019. Today, BGCMP provides annual services to over 27,000+ Valley youth, operating a total of 16 Clubhouses, a full-service dental clinic and outreach services throughout the central and west Valley.

Boys & Girls Clubs of Metro Phoenix provides structured, comprehensive development programs for youths ages 5-18. The BGCMP's aim is to provide quality after school programs, under the supervision of a caring, professional staff, that provide a nurturing environment for educational and personal development.

East Valley

Boys & Girls Clubs of the East Valley has been around since 1963, when it began as one Club site – the Tempe Boys Club. A group of dedicated Tempe citizens started the Club in those early years and paid to keep it open and available to the children because they recognized a need for a place for boys to go to escape the boredom and dangers of the streets.

In 1980, the Tempe Girls Club merged with the Tempe Boys Club, staying at the same Boys Club location at Jaycee Park. In 1984 the Club changed its name to Boys & Girls Clubs of the East Valley. This new site was the first Club organization in the state to become a Boys & Girls Club, providing valuable after-school programs to both girls and boys.

Today, this site continues to be the location for the Ladmo Branch, Tempe of Boys & Girls Clubs of the East

Valley – an organization that now serves over 35,000 children and teens annually at 11 branches, including two Clubs on the Gila River Reservation serving more than 1,100 Native American youth. Their number one priority was to fill the opportunity gap and provide kids with a chance to build their talents, learn the value of contributing to others, and realize their dreams by providing critically needed after school and summer programs to thousands of deserving kids across Phoenix and the East Valley.

JOINING FORCES

57,755 TOTAL YOUTH
TO BE SERVED



57% MALE
43% FEMALE



53% OF MEMBERS
LIVING AT OR BELOW THE
FEDERAL POVERTY LEVEL
(family of four is \$25,100)

Together, the Clubs serve 57,755 kids, 57% of which are male and 43% are female. Our Clubs are located in the areas that need us most. Many of the communities we serve have an extremely mobile population and an ethnically diverse membership. Many families rely on our care and food programs for their children's health and welfare as 58% of our members live at or below the federal poverty level. As our Club members' needs have changed, the organization has grown and adapted to continue to meet those needs. All organizations must evolve in order to achieve the goals of our 2025 Great Futures Strategic Plan: increase program quality, strengthen organizations, advocate for youth development, and to reach more youth.



TRENDS OF SERVICE

Nearly all of the Clubs that our organizations operate near or at capacity. As a movement, we face a new set of challenges to engage youth in our proven programs. Some parents believe they can supervise their children through technology and opt for leaving their youth alone, isolated from others and without recreation or educational engagement after school. Our Clubs continue to work to enhance the programs we offer to make them interesting to parents and more importantly to youth at all ages. Our tween and teen programs must offer leading edge technology, sports, and more to keep them engaged in the Clubs and on track to graduate high school and start on a career pathway.

We're developing workforce development and internship programs, building technology/music studios that are learning labs, and offering more recreation sports leagues to let youth of all ages and skill enjoy healthy activities.

Parents are more stretched than ever and our Clubs offer extended hours so parents can work the hours they need to succeed. The food programs we have in place help to ensure their students enjoy hot, healthy meals and nutritious snacks.

Transportation challenges in the school districts have created the opportunity to partner with campuses to open their spaces for Clubs. This initiative may help districts to retain students, offer additional academic support through 21st Century funding and collaboration with BGC staff members, and remove transportation barriers. Using existing school spaces also helps to maximize the investment in school buildings and share overhead expenses.

EXTERNAL FACTORS

Not all external trends indicate a need for change. However, when considered in composite, they create a compelling case for consideration. Here are a few notable observations:

Boys & Girls Clubs of America Trends

More innovative operating model arrangements, which include management agreements and consolidations, have been completed in 2017 than in all of the previous 10 years combined during Boys & Girls Clubs of America's history. Additionally, Boys & Girls Clubs of America has increased the number of revocations of organizational charters, demonstrating an imperative to improve services to youth. In the 10 years prior to 2017, 53 transactions occurred. **In 2017, 83 transactions (management agreements, consolidation and shared service agreements) occurred.** Additionally, 33 charters were revoked.

Parent Beliefs

It is common for parents to confuse the two organizations (BGCMP and BGCEV) when seeking services. They often assume the two organizations are one and their memberships will automatically transfer as they move around. Generally, parents identify with the individual branch location their children attend, and, in particular, with the staff who work there.

Market Confusion

There is pervasive market confusion between the Boys & Girls Club brand and other nonprofits. Additionally, there is significant confusion about the difference between the individual Boys & Girls Clubs, especially among corporations and foundations. A surprising amount of time is spent with donors explaining differences between the area Clubs to delineate the need for additional support. This is the case especially with large foundations.



Mobility

Our communities, although once more clearly divided physically, now often effortlessly blend from one to another. And residents are likely to relocate to the area and then move around once here. This is especially true of the younger workforce, on whom we rely to staff our programs. Employees quit one Club to work for the other, or quit all together, when they move a relatively short distance, causing disruptions and losses that may be avoided.

High Stakes

The national strategic plan, adopted by Clubs across the country in May 2017, called Great Futures 2025, identifies a national goal of increasing the proportion of young people experiencing a high-quality Club Experience from a national average of 38% to 75% by 2025. Big strategic goals found in the Great Futures 2025 plan demand thoughtful, dedicated work and attention from organizations at the local level in order to achieve results that impact kids everywhere.

Business Complexities

Complexities in nonprofit administration and general business regulation are growing. Ever evolving health-care regulations, recent tax law changes and added Boys & Girls Clubs charter requirements are not insurmountable challenges; however, the two trends of expecting the unexpected and reporting more information, not less, certainly requires all businesses, especially nonprofits, which are typically lean organizations, to reconsider how they manage administrative functions with fixed resources.

Regionalization

Regionalization in Maricopa County is palpable with multi-city business proposals becoming commonplace. Our community leaders see increased strength of the region when resources are combined for the purpose of advocacy.

Funding Expansion

As an organization we are actively pursuing 21st Century funding, the only federal funding source dedicated exclusively to supporting local after-school, before-school and summer learning programs. Each state receives funds based on its share of Title I funding for low-income students. In opening on-site school Clubs, we will be able to extend the school day thereby benefiting more kids by bringing them high-quality programing, responsible mentoring and care, and academic assistance at a safe and convenient location.







OUR SHARED FUTURE

Consolidating resources into a singular organization is a bold plan. Creating a plan devised for maximum success has involved countless conversations, analysis, stakeholder input, and research that has been gleaned from a nationwide enthusiasm for consolidation in order to increase efficiencies and impact.

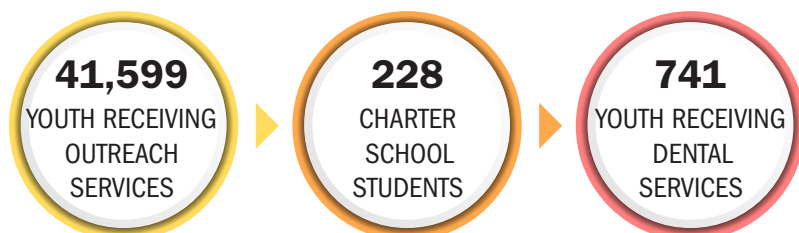
Based on 2018 performance, the consolidated organization would immediately become a leader in Arizona in all Key Performance Metrics:

Metric	Combined	Year 2 Projected	Year 5 Projected	BGCA 3 Years Merger Growth Analysis
Youth - Registered Members	16,000	22,000	25,000+	+19%
Number of Sites	27	32	48	+14%
Cities Served	13	18	22	
Revenue	\$17 million	\$21 million	\$28 million	+26%
Expenses	\$17 million	\$20.7 million	\$27.5 million	+25%

MEMBERSHIP



OTHER YOUTH SERVED (OYS)



Upon consolidation, the organization would become one of the largest Boys & Girls Clubs organizations in the nation and one of the largest youth-serving organizations in all of Arizona.

THE BUSINESS PLAN

Getting from a forecast to reality requires dedicated effort applied to a sensible business plan emphasizing an organization's inherent strengths and developing best operating practices from the two entities. The strategy to move the vision for growth into real impact for kids is built on the foundation of Five Key Elements for Positive Youth Development, followed by strong planning, implementation and evaluation activities.



1. Deepen Organization Health

When combining resources, effort that may otherwise be expended on redundant activities can be focused on complementary actions to tangibly move the organization in the direction of its goals. This is one way that capacity is built.

The chart at the right lists a sample of activities where we can realize efficiencies. Regardless of cost, these activities take equal measure in each organization to plan and execute. When completed on behalf of a larger, consolidated organization, the task may require more time than is necessary for one organization to complete alone, to account for greater volume, but very often the task takes less time to complete it at every individual location.



BOYS & GIRLS CLUBS
OF THE EAST VALLEY



BOYS & GIRLS CLUBS
OF METRO PHOENIX

Separate departments functioning with limited capacity

- | | |
|--------------------------|--------------------------|
| • Accounting | • Accounting |
| • Annual Reporting | • Annual Reporting |
| • Fundraising | • Fundraising |
| • Information Technology | • Information Technology |
| • Marketing | • Marketing |
| • Social Media | • Social Media |



BOYS & GIRLS CLUBS

COMBINED FOR INCREASED CAPACITY:

- | | |
|--------------------|--------------------------|
| • Accounting | • Information Technology |
| • Advocacy | • Marketing |
| • Annual Reporting | • Social Media |
| • Fundraising | |



BETTER BENEFITS AND PAY FOR STAFF

Overall, employees will receive good, or better, benefits and pay in the new organization.

Positions that have been eliminated in the consolidated organization were vacant; therefore, no individuals will lose their jobs as a result of the consolidation.

HUMAN RESOURCES

The level of human resource support for both organizations will be expanded and further specialized. Additional training programs will be added, along with a new employee orientation program and a dedicated recruiting function. Additionally, activities, including important HR compliance, will receive more support.

The direct benefits are more personnel with more time and focus to do the following:

- Well defined and consistently followed practices for hiring, discipline and separations.
- Reduce risk and lower exposure.
- Increase employee engagement and offer support to managers.
- Train staff on new initiatives, programs and tools.
- Regularly review and update policies to meet changing guidelines and laws.

As the human resource side of the business matures, metrics like retention, turnover cost and employee engagement become easier to measure consistently. When measured consistently, deficiencies in these measures can be better understood and consequently addressed.

FINANCE

Much like with human resources, the capacity gained in finance is centered around technical advancement and risk mitigation:

- Regular, timely audits, with a track record to date of no deficiencies or concerns; accompanied by a required single audit that provides additional tests of internal controls and compliance.
- Existing management and reporting systems to record restricted funding activities to meet donor intent such as designation to fund a specific location.
- Dedicated payroll personnel.
- Dedicated accounts payable personnel.

The benefits are strong and can lead to better youth opportunities. Repeated successful audits open doors with public funders, internal capacity to identify better vendor relationships can yield better pricing and ease of doing business for staff, and accurate financial prediction of costs limit waste. A reliable, efficient back office in finance paves the way for program staff to focus on what they do best: change the lives of kids.

TALENT

A common complaint among staff is the limited opportunities for promotion. With one or two management positions visible for advancement, especially in programs, talented staff do leave. In a consolidation, there will be more opportunity to move laterally in the organization into specialized fields like quality, specific program areas, and management.

Additionally, in a larger organization, with an expanded footprint, a clearer value proposition and bigger budget, attracting top talent to highly competitive positions like fundraising becomes easier. In an extremely tight job market with 3% unemployment, advantages for getting and keeping the best talent is key. Ambitious, visionary leadership attracts ambitious, visionary leaders.



PROGRAM INFRASTRUCTURE

Currently in all Clubs, staff provide life-changing programs that connect with youth through meaningful activities. Built on the shoulders of dedicated staff, these programs provide the foundation for important decisions young people make, sometimes when they least expect.

When Club staff and volunteers intentionally focus on the Five Key Elements for Positive Youth Development, and young people attend the Club more frequently, research shows this combination drives stronger outcomes for youth in our four priority areas: Academic Success, Good Character and Citizenship, Healthy Lifestyles and Workforce/Career Readiness. In a high-quality Club Experience, young people:

- Feel emotionally safe.
- Receive support and recognition from caring adults who set expectations for them.
- Are provided opportunities to try new things.
- Have fun.
- Feel a sense of belonging at the Club.

Because it is a complex function, many Club organizations in America cannot provide a team dedicated to program quality. And, in fact, no Phoenix Clubs can independently do this now. However, by pooling resources and functions as one, considerably more will be achieved.

Additionally, when the two organizations combine resources, there are cost savings over time. These savings will be reinvested into the organization. The result is improved financial health for the organization. Direct savings include elimination or restructure of vacant and also duplicative positions, duplicative software costs, duplicative audit costs, etc. These funds will be redeployed into improving quality programming.

DEEPEN ORGANIZATIONAL HEALTH



- Preserve or improve benefits and pay for staff
- Further professionalize and bring efficiency to back-office functions
- Invest in talent and leadership development internally
- Convert cost savings into program investment

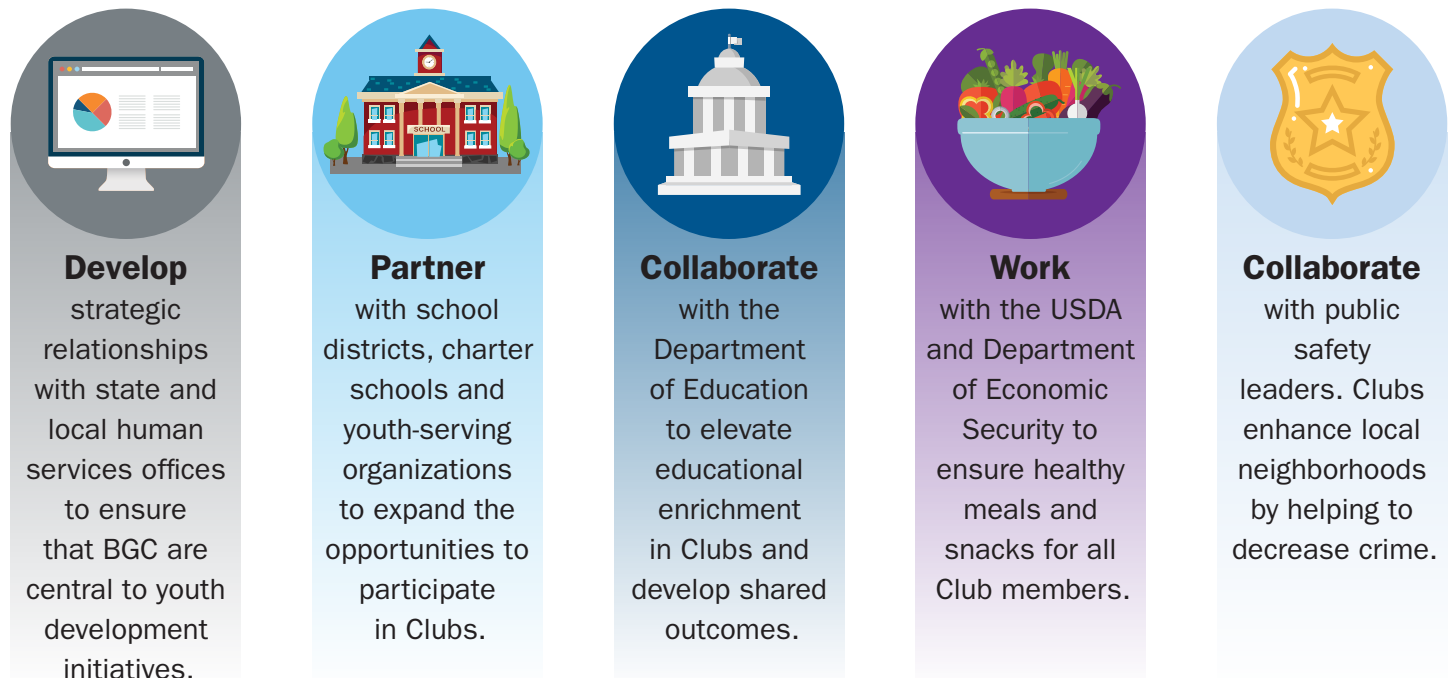


2. Strategic Relationships

Boys & Girls Clubs of Metro Phoenix and the East Valley enjoy healthy and long-term relationships with many corporations. Our national and regional partnerships through BGCA can be more effective when they are implemented by a coordinated team across one of the nation's largest counties and the other communities we serve.

As the organization grows, the new organization will demonstrate scale and efficacy at the regional and state level, with proven results with those youth who

need us most. We can deepen our partnerships with school districts, measure outcomes and pilot initiatives to help our youth succeed. We can also bring our collaborations with the Departments of Education; Youth, Faith and Family; nonprofits; and public safety to scale and truly work toward meaningful and lasting change in the lives of the families we serve.





3. Expansion of Existing Programs

Current Boys & Girls Clubs have successfully competed for and won funding for a number of programs that align and complement the services we offer. Many of these programs provide opportunities for the Club to deepen a Club member's experience using dollars made available through government contracts.

Some of these contracts can be scaled into new schools and cities. The following chart outlines how this can be used to expand new programs and services to existing Club members served in Maricopa County and beyond. Programs such as these provide opportunities to seek additional funds, especially over time.

AZYOUTHFORCE

Starting at the age of 8, we begin to introduce the concept of the "World of Work" by exploring jobs, financial literacy, and interests. Based on their age/grade, students continue to learn about the skills they can develop and how those interests and talents can translate into the workforce in the future.

AZYouthforce is a new workforce development program of Boys & Girls Clubs of Metro Phoenix to help teens identify interests and learn how they can apply these skills to the workplace for their future. The program is powered by the Boys & Girls Club leadership team, staff, and a network of exceptional education, business, and community partners.

AZYouthforce believes in helping teens and young adults connect to real life work place environments. We assist teens and young adults in finding meaningful work place experiences through paid internships. By providing training, coaching, internships, and rewarding jobs, teens and young adults believe they can develop career and educational pathways for their future. By recognizing significant barriers may exist for teens and young adults seeking to enter the workforce this program explores different resources that minimize barriers.



FOOD PROGRAMS WITH USDA AND SCHOOL DISTRICTS

When children are hungry or worried about when they will have their next meal, they can't learn. With nearly 6.5 million kids living in food insecure households across the country, the need for programs afterschool and during the summer is critical. USDA meal and snack programs facilitated at Boys & Girls Clubs serve healthy snacks and meals to the youth members. For many young people, their last meal of the day is the food they receive at a Boys & Girls Club. In 2017, 90 percent of Clubs nationwide reported serving more than 88 million snacks and meals at no cost to members.

ENHANCED PROGRAMMING

A successful integration of Boys & Girls Clubs would result in enhanced programs with shared learning to meet local needs and interests. These areas include:

- Tech centers
- Music & video studios
- Innovation labs
- STEM programming
- AZYouthforce
- Sports leagues, including Esports
- Arts & music
- Local programs to reflect members' interests
- Focused youth, tween and teen programs

Cohesive implementation of programs allows for better evaluation of programs at scale, thus providing an opportunity for informed decision making and program development.



QUALITY, AFFORDABLE DENTAL SERVICES

At the Bob & Renee Parsons Dental Clinic, we work to keep your child smiling!

Our clinic is a full-service dental facility that provides services for children aged 5-18, with and without insurance. A Brighter Way, our partner for services in the clinic, also offers a fully equipped mobile unit that can bring services to all of the Clubs.

We provide affordable, comprehensive oral exams, x-rays, sealants, fillings, extractions, root canals, and emergency surgery, among other services.

EXPANSION OF EXISTING PROGRAMS



- Proactively build partnerships needed for future program expansions
- Aggressively pursue funding opportunities based on funding cycle schedules
- Conduct needs assessments of expanded geographies to understand and meet future needs
- Market existing programs and resources through business development activities

4. Leveraged Marketing and Fundraising

Today, more than ever, competition for resources is fierce. With over 12,123 nonprofits in Maricopa County, the fundraising environment is a non-stop battle for attention and differentiation. Attracting fundraising talent is also a national crisis.

Additionally, branding activities for the new organization fosters an excellent opportunity to further help the public and potential donors connect with the mission of the organization. Current funders are often confused by the multitude of stand-alone Clubs in the Maricopa County market. This consolidation provides a clarity of mission and focus, making it easier to effectively communicate both need and program success. The consolidation also benefits donors by providing them with the opportunity to direct their gifts as they desire, for example focusing on academic awards, capital projects or a specific program.



“ Organizations are sometimes faced with an opportunity to better fulfill their missions through collaboration. This gives the clients they serve more opportunities and can even allow the mission to be furthered. ”¹⁰

“ In the case of the non-profit world, one would hope the savings in dollars; manpower and other resources could be used for furthering of the mission! ”¹¹

LEVERAGED MARKETING & FUNDRAISING



- Create a dedicated events team and dedicated strategic partnership positions
- Expand the team of fundraising professionals
- Seize branding of the new organization's name as an opportunity to promote the mission
- Elevate board engagement in fundraising



ADVOCACY: THE LEADING VOICE FOR YOUTH

Once integrated, the Clubs will serve more than 16,000 members across the Valley and an additional 41,000 other youth in 27 Clubs. This is larger than most Phoenix school districts. Once they exist under a single umbrella, the organization will be one of the largest food providers in Arizona.

Combined, the organization is focused on leading the conversation around youth development, educational enrichment, and the critical importance of out-of-school time programming for youth and families. We are able to effectively demonstrate the impact of out-of-school programs on students' reading, math and technology efficacy. Similarly, we will research and report the true economic impact of BGCs as a major employer, as well as the impact of programs on youth and their parents. Another goal of the consolidation is to expand the workforce development program, AZYouthforce, as a model for creating meaningful pathways for youth into the workplace.

Through strengthening our message and our reach, BGCs will be the leading voice for youth development in the state of Arizona.

SOCIO-ECONOMIC BENEFITS¹²

- Improved high school graduation rates and lifetime earnings of Club members
- Decline in juvenile criminal activity
- Reduced teenage pregnancy
- Reduced levels of underage drinking and the use of marijuana and tobacco/vaping
- Enhanced opportunity for parents to continue working
- 400+ employees
- 2,000+ volunteers

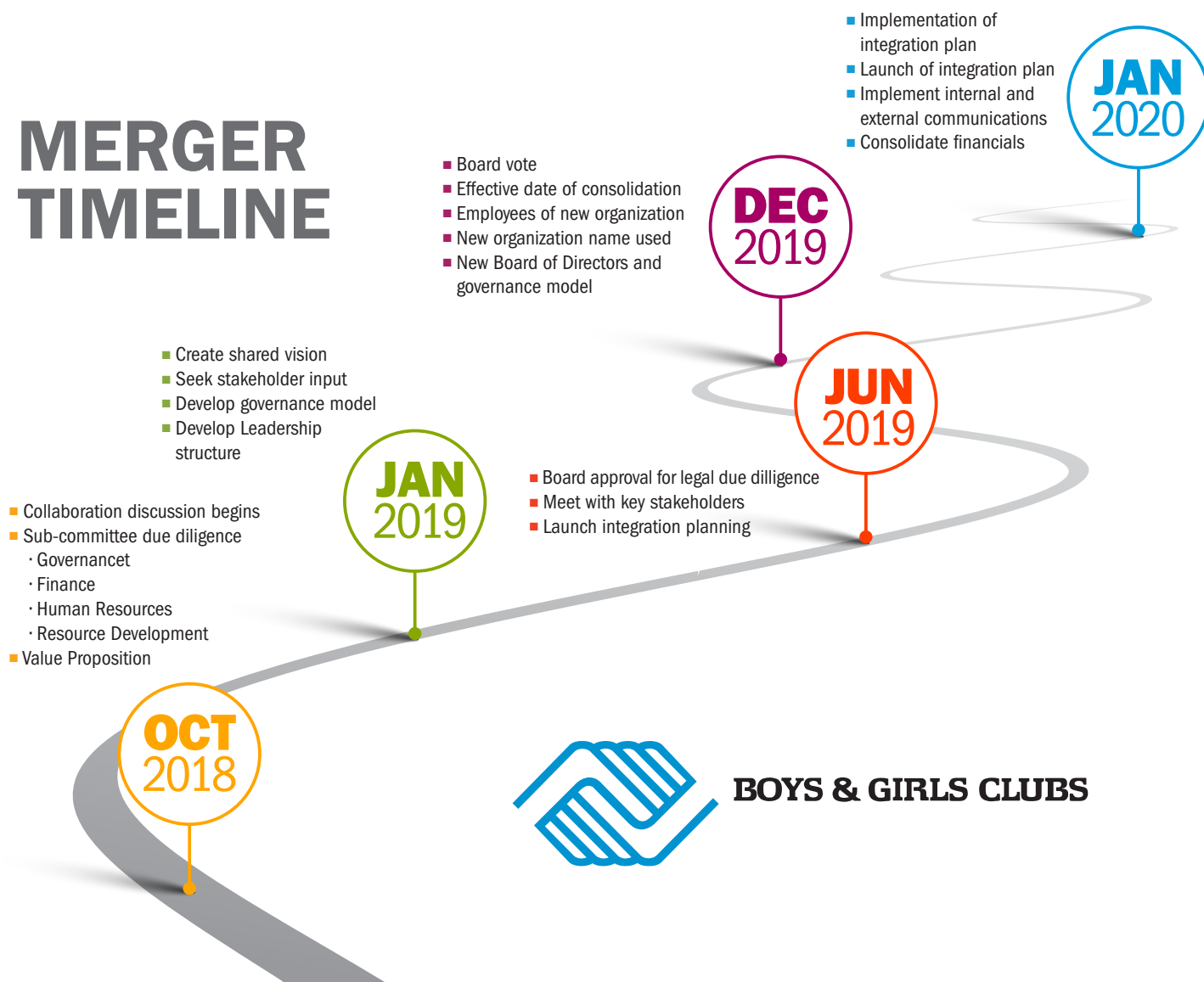
VISION FOR TOMORROW

The secret to a successful organization is a strong board and leadership team. These same leaders have already built an organization that is making a true and measurable difference in the lives of Arizona's youth. The fuel that is driving this consolidation is the desire to deliver the same benefits currently received by our Members and the community at-large, while at the same time, expanding our reach, continually improving our programming and becoming the number one advocate for youth development in the state of Arizona.

Simply put, we wish to create the best possible future for our Clubs, our Members, our funders and our communities.



MERGER TIMELINE



BOYS & GIRLS CLUBS

About Boys & Girls Clubs – Our Proven Approach

How Boys & Girls Clubs Can Change the Life of a Child

Boys & Girls Clubs and Teen Centers are designed to create a positive impact on young people. BGCA's Formula for Impact demonstrates how we can reach the young people who need us most, provide them with the best possible Outcome-Driven Club Experience to help them achieve positive outcomes in the priority areas of Academic Success, Good Character and Leadership, Healthy Lifestyles, and **Workforce/Job Readiness**.

THE OUTCOME-DRIVEN CLUB EXPERIENCE HAS FOUR COMPONENTS.

1. Five Key Elements for Positive Youth Development:

These are fundamental to your Club's overall program. Research shows that the level of impact a Club or Teen Center has on young people depends on how often they participate and the degree to which Clubs or Teen Centers::



- Build a safe, positive environment



- Encourage supportive relationships with peers and adults



- Create fun



- Provide opportunities and set expectations



- Offer recognition

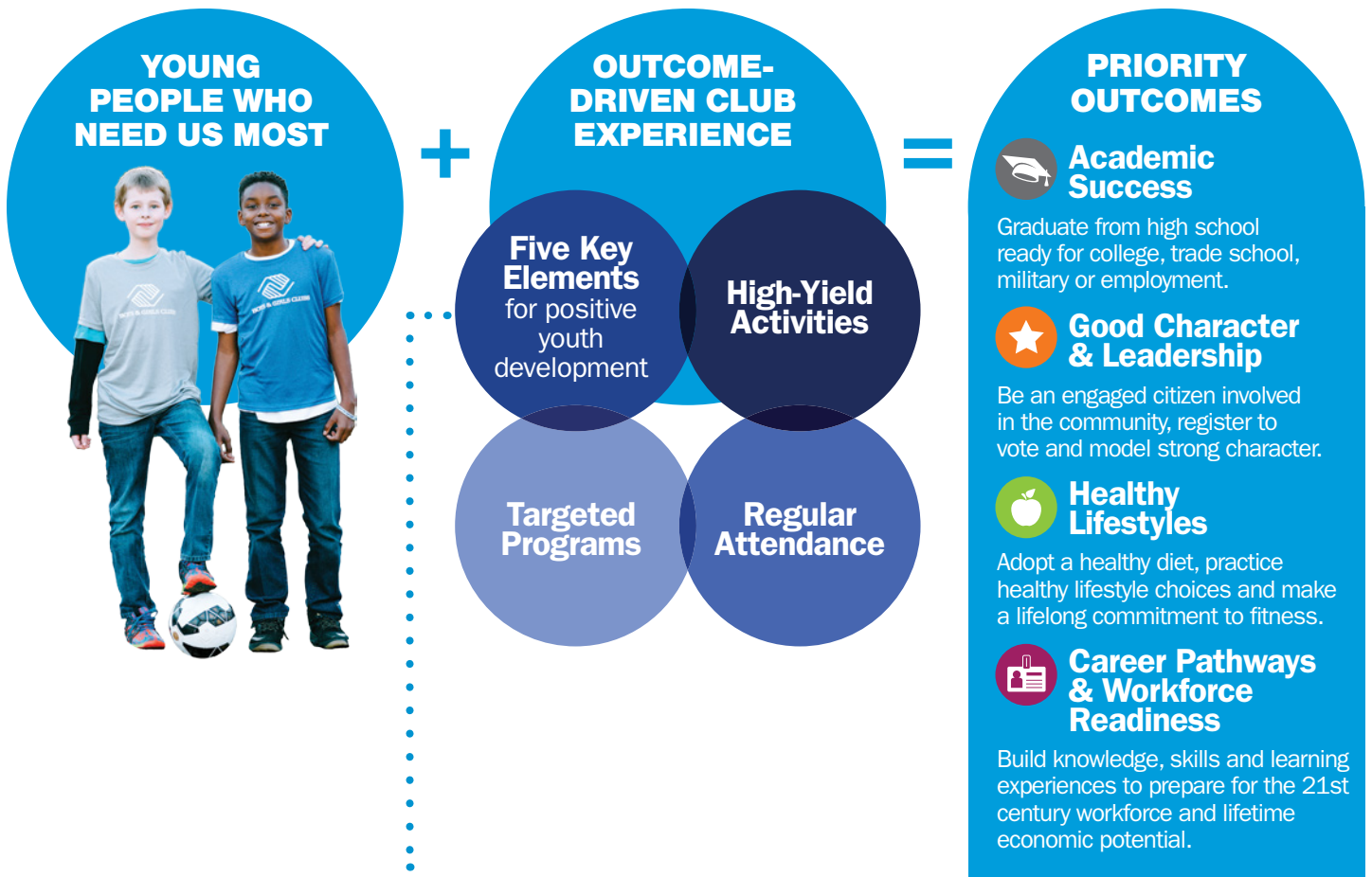
2. High-Yield Activities provide youth with enjoyable experiences that are hands-on, interactive, intentionally develop and reinforce the core skills explicitly taught through targeted programs, and help support our three priority outcome areas. They appeal to members' interests and their desire to play, and can even include some friendly competition. They can be done with individuals, small groups and large groups. They motivate members to explore, develop, create and learn. When done well, they remove the division between learning and playing.

3. Targeted Programs are sequenced learning experiences with specific objectives for building skills and knowledge through five Core Program Areas (Leadership & Service, Education, Arts, Health & Wellness, and Sports & Recreation). They are chosen to help youth achieve positive outcomes in one or more of the Formula for Impact's four priority outcome areas. In order to be effective, Targeted Programs:

- Are planned
- Are designed to achieve stated goals and objectives in a Core Program Area
- Are designed to build upon existing knowledge and skills
- Are conducted for a specific audience
- Are sequenced, meaning they are conducted over a specific period of time, using multiple lessons in a certain order
- Use specific delivery methods
- Measure and evaluate the extent to which participants achieve goals and objectives

4. Regular Attendance is important for deepening our positive impact on young people. If we want to have a life-long positive impact on the youth we serve, we need to make sure they become members, attend often, and stay members as they grow up. When Boys & Girls Clubs use a youth-centered approach – where youth have a voice, choice and autonomy – it helps to support frequent attendance and retention of members, especially through the critical teen years.

Boys & Girls Clubs FORMULA FOR IMPACT



Five Key Elements



Build a Safe, Positive Environment



Establish Supportive Relationships



Create Fun



Offer Opportunities and Set Expectations



Provide Recognition

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BOYS & GIRLS CLUBS

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