



**BOYS & GIRLS CLUBS  
OF AMERICA**

**Bridging the Digital Divide for Washington State  
Boys & Girls Clubs**

A proposal respectfully submitted to the  
**Bill & Melinda Gates Foundation**

by

**The Washington State Alliance of Boy & Girls Clubs  
In partnership with  
Boys & Girls Clubs of America**

*Boys & Girls Clubs of America respectfully requests a gift of \$1,213,829 over three years from the Bill & Melinda Gates Foundation to integrate technology into Washington State Boys & Girls Clubs so that Club youth will have the tools and knowledge they need to succeed in the 21<sup>st</sup> century.*

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## Table of Contents

Executive Summary .....	1
Organizational Background .....	2
Project Description .....	3
<u>Washington Boys &amp; Girls Club Members</u> .....	4
<u>Project Goals, Objectives and Outcomes</u> .....	5
<u>Technology Training</u> .....	8
<u>Project Implementation Timeline</u> .....	10
Project Budget and Sustainability .....	13
Staff .....	14
Technology .....	15
Evaluation and Dissemination of Lessons Learned .....	15
Letters of Support .....	18
Organizational Data .....	18
Appendix A	

- BGCA’s Technology Plan Page 7
- Letter of Agreement Page 8
- Technology Site Selection Process Page 11
- Technology Center Checklist Page 14
- Technology Program Resources Page 16
- Technology Center Operating Expenses Page 18
- Washington State Boys & Girls Club Alliance Page 19
- Project Director Job Description Page 24
- Evaluation Details Page 26
- Dissemination Details Page 27
- Letters of Support (hard copy only)

## **Executive Summary**

Boys & Girls Clubs of America (BGCA) respectfully requests \$1,213,829 over three years from the Bill & Melinda Gates Foundation to help the Washington State Alliance provide 77 Washington State Boys & Girls Clubs with the technology, staff training and support system they need to ensure that their Club members can become successful and productive citizens. With support from the Gates Foundation, BGCA will enable the Alliance to help Clubs augment the technology they provide to youth, based on what they currently have in place. This project will establish a statewide system of technology training and a peer support network for Club staff to enable them to take full advantage of the technology. Whether a Club is in need of a technology center, training or enhanced software, a partnership with the Gates Foundation will provide the opportunity for each Club to level the technology playing field for its members.

The technology revolution that has captured the imagination of our country is leaving in its wake an entire segment of our population that has little or no access to the incredible power of the personal computer or the Internet. Too many young people from underserved communities do not have access to the broad range of technological resources needed to prepare them for working and living in an increasingly digital world.

For more than 143 years, the Boys & Girls Club experience has positively affected America's young people, with an emphasis on providing valuable programs and services, along with professional staff, to youth from the most challenging economic backgrounds. Through its headquarters in Atlanta, six regional service centers and a government relations office in Washington, D.C., Boys & Girls Clubs of America provides Clubs with a full range of assistance and support, including youth development programs, board and staff development, resource development, facility design, and marketing and communications.

Boys & Girls Clubs of America has undertaken a bold and aggressive plan to provide every Boys & Girls Club member with the opportunity for the computer and Internet literacy they need to succeed in the modern world. Fulfillment of this plan will enable our Club members to perform on an equal level, both academically and economically, with youth from every part of the nation.

Clubs in Washington have begun to receive the technology they need. However, several Clubs still need technology centers and many others need additional hardware, software and training in order to effectively implement a comprehensive technology initiative.

The Washington State Boys & Girls Club Alliance, an organization that provides a unified voice for Clubs across the state, recognized the need that many Clubs have for integrating technology, and the benefit that a state-wide initiative could offer Clubs. A gift from the Bill and Melinda Gates Foundation will enable BGCA to provide funding for the Alliance to create a network of training and

implementation of technology in Clubs so that they can help ensure a successful future for each of their young members.

## **Organizational Background**

The Boys & Girls Club Movement began in 1860 when a group of concerned women in Connecticut formed the first Boys' Club as a safe place for local boys to spend their free time. By 1906, 53 Clubs had been established and a national organization, the Federated Boys' Clubs, was formed in Boston. The organization was chartered by the U.S. Congress in 1956 as Boys' Clubs of America, and became Boys & Girls Clubs of America in 1990.

### Mission

BGCA's mission is to inspire and enable all young people, especially those from disadvantaged circumstances, to realize their full potential as productive, responsible and caring citizens. BGCA is uniquely positioned to make a difference in the lives of America's disadvantaged youth and effective in achieving its mission because of four intrinsic characteristics:

1. BGCA facilities are designed and operated exclusively for youth, with the needs and interests of young people in mind.
2. Clubs are available daily, after school and on weekends, providing a positive place to go when kids need it most.
3. Clubs have a core staff of trained professionals who provide guidance and supervision, and serve as role models.
4. Clubs are available and affordable to all.

### Serving Youth

Often located in the nation's most distressed neighborhoods, Boys & Girls Clubs offer their members, youth ages 6 to 18, safe havens where they can explore their potential and enhance their futures. Through creative and constructive programming, trained Club professionals strive to develop the complete person by offering young people the leadership and guidance so often lacking in their lives.

Boys & Girls Clubs of America's comprehensive programs are designed to assist youth in developing character and in nurturing their talents, self-esteem and drive. To this end, the organization has identified five key program areas that are critical to youth development: Character and Leadership Development; Education and Career Development; Health and Life Skills; The Arts; and Sports, Fitness and Recreation.

Today, Boys & Girls Clubs serve some 3.6 million youth in more than 3,300 Club facilities throughout the 50 states, Puerto Rico, the Virgin Islands and on military bases worldwide. In recent years, the organization has begun establishing Clubs in non-traditional settings, including schools; military installations in the United States, Europe and Asia; public housing; and on Native American lands. Sixty-

two percent of the youth in Boys & Girls Clubs live in urban/inner city areas, and 64 percent are from minority families. Fifty-six percent of Club members are male; 44 percent are female.

## **Project Description**

With support from the Bill & Melinda Gates Foundation, The Washington State Alliance of Boys & Girls Clubs will work in partnership with BGCA to enable Boys & Girls Clubs in the State of Washington to implement a comprehensive technology program in 77 Clubs in Washington. The initiative will provide Washington Boys & Girls Clubs with state-of-the-art technology centers, targeted training and technical assistance for Club professionals, the establishment of a peer-to-peer support network, and technology programming for youth.

By implementing a statewide program network, through BGCA and the Alliance, Washington Clubs will receive the added benefits of the services of the Alliance, the oversight of a technology advisory committee, and a project director located within their state, providing coordination, technical assistance and management of the project. This network will allow for a shared system of best practices and ideas and enable smaller Clubs to take advantage of the knowledge, expertise and resources of larger Clubs that will serve as mentors.

The technology advisory committee will be formed to work with the project director to oversee the implementation of this initiative and to develop a technology training plan and schedule. The advisory committee will meet twice a year and will consist of representatives from Boys & Girls Club organizations statewide.

An annual evaluation of the project will be conducted by an external organization. The evaluation will consist of both qualitative and quantitative research. It will include data on use of the technology center, an assessment of computer and Internet literacy, attitudes about technology and interest in technology-related careers.

Over 1,400 Clubs are currently implementing BGCA's technology initiative. Outcomes identified in an initial report from an ongoing evaluation by Branch Associates of 10 BGCA technology centers include the following:

- 75 percent of Club members are using computers on a regular basis.
- Club members use computers most often to help them do well in school.
- Club members have opportunities to experiment, explore and learn new technology skills.
- The level of computer literacy has improved.
- Youth of both genders and of all ages are exhibiting an interest in technology-related careers.

- Clubs are developing different strategies to provide technology to Club members, including:
  - open lab strategies with unstructured, free-time exploration;
  - programmatic strategies with instruction using specific software in order to increase skill sets; and
  - project strategies which are youth driven, group projects that deepen understanding and use of technology.

### Washington Boys & Girls Club Members

Washington State Boys & Girls Clubs members are ages 6 to 18. A total of 115,004 youth are served each year across the state. Forty-five percent of Club members are minorities. Fifty-nine percent are male; 41 percent are female.

According to the KIDS COUNT 2003 Databook, 28 percent of children in Washington State live with parents who do not have full-time, year-round employment. Thirty-percent of families who have children are headed by a single parent. Thirteen percent of children are living in poverty.

Washington Clubs equip young people, often from disadvantaged circumstances, with the skills they need to gain positive self-identities, a sense of belonging to their families and communities, the ability to develop positive relationships with others, and the knowledge to build a positive foundation for success.

The Washington State Alliance was consulted in the design of this project and site-specific input was gathered from Clubs. BGCA's ClubTech program was developed based on input from Club members across the country.

The Washington State Alliance is an organization that serves Clubs by leveraging state funding opportunities to meet their needs. (A copy of their strategic plan and mission is located in the appendix.) A memorandum of agreement draft between the Washington State Alliance of Boys & Girls Clubs and Boys & Girls Clubs of America is attached in the appendix of the proposal. This draft can be used as a base for building an agreement between the Bill & Melinda Gates Foundation, BGCA and the Washington State Alliance for this project. In addition, each organization in the state that participates in the project will sign a letter of agreement with the Alliance.

This agreement is being drafted to take into consideration the special nature of the funding and project management relationship that will exist between the three organizations. Because the Alliance is set up to only accept government funds, BGCA has agreed to be the fiduciary agent for the project. The goal is for BGCA and the Alliance to work closely together to manage project implementation.

In addition, each participating Club will sign a letter of agreement with the Washington State Alliance that clearly outlines the role and responsibilities of the

Alliance and of each individual Club. The agreement will be signed by the organizations Chief Professional Officer, Board Chairperson and the President of the Alliance. The agreement will outline the benefits and services the Alliance will provide to each and Club. The agreement will also include the requirements for each Club including their responsibility to:

- designate a staff person as the project director
- participate in training events
- participate fully in the peer to peer network
- provide information needed for the evaluation and reports

### Project Goals, Objectives and Outcomes

The goal of this initiative is to help ensure that Club members are computer and Internet literate so that they have the technology skills and knowledge they need to compete in the 21<sup>st</sup> century. Clubs in Washington are at different stages in implementing BGCA's technology initiative. Through this project, BGCA will help 77 Clubs receive support in the specific areas they need to fully implement the initiative.

The objectives for this project are to:

1. Equip technology centers with state-of-the-art technology in 77 Clubs in Washington that serve low-income youth;
2. Provide training and technical assistance for 77 Clubs in Washington;
3. Provide a comprehensive technology program that enables Club members to become computer and Internet literate; and
4. Enable Clubs to take advantage of the collective expertise of the all Clubs in the state by establishing a peer-to-peer network.

### Objective 1

The first objective of this project is to provide technology centers for Clubs in Washington that enable them to fully implement programs for Club members. Considerable work has already been accomplished. Thirty-three Clubs have received technology centers through BGCA's Operation Connect project. An additional thirty-four Clubs will receive technology centers in the coming year through BGCA's collaboration with the Beaumont Foundation of America (BFA). For this project, these Clubs will also receive multi-media equipment and software in order to run ClubTech Digital Arts programs.

An additional ten Clubs that serve low-income youth will receive a technology center through this grant. BGCA adheres to a formal selection process for Clubs receiving technology centers. The steps for Club selection and the demographics of the Club sites chosen are included in the appendix. After careful consideration and discussion with all parties involved, it has been determined to install all ten of these technology centers in year one of the project.

Having access to the Internet and the resources located there are vital to a successful program. During the first year of the project, grants will be provided to help Clubs with the costs of Internet connectivity. Clubs will be responsible for these costs for the remainder of the project.

#### Objective 2

The second objective is to provide training to 77 Clubs in Washington, based on their stage in implementing BGCA's technology initiative. The training that will be provided is detailed below. BGCA will work with the project director and Washington State Alliance to schedule and facilitate these trainings.

#### Objective 3

The third objective is to provide Clubs with a comprehensive technology program that enables Club members to become computer and Internet literate. Every Club that is part of this project will commit to implementing ClubTech Programs. ClubTech is an initiative through which BGCA is providing software for technology centers, technology training for Club professionals, and turnkey technology programs for use in the technology centers. A list of technology program resources can be found in the appendix.

As part of a technology plan, each Club will develop additional program plans. Each Club will be eligible to submit a proposal a year for program implementation. Descriptions of the programs will be collected and distributed to more than 3,300 Clubs through publications and presentations at BGCA conferences during the third year of the project.

After Washington Clubs implement a comprehensive technology initiative, it is expected that youth will be able to:

- use basic productivity software and the Internet
- understand how computers work and are able to maintain personal technology
- find and evaluate information on the Internet and use the internet
- create multi-media presentations using sound, graphics and video
- explore and appreciate the role technology will play in present and future employment.

#### Objective 4

The peer-to-peer network will have the following characteristics:

- An annual statewide technology conference that will provide training to Club staff, an opportunity for sharing of successful programs, planning for additional training throughout the year and networking to establishing relationships with colleagues across the state.

- A commitment from each Club to dedicate two days annually to working directly in another Club to assist that Club in training a new technology staff person or in helping to implement a new program.
- A commitment from the larger organizations in the state with full time technology support staff to provide ongoing support, mentoring and call-in technology support to an assigned group of smaller Clubs that do not have these resources.

**State Technology Conference:** The state technology conference will be held annually for the staff person at each Club who is responsible for the Club's technology program. The conference will be planned by Club staff and will have the following four purposes:

1. Assure that new staff receive basic training on how to implement a technology program.
2. Provide training to support implementation of specialized programs. The goal is to create specialists in digital video, digital audio, web design etc. These specialists will share their expertise with Clubs in their areas.
3. Create a forum for Clubs to share best practices and utilize their collective expertise in developing new programs.
4. Establish the links for the peer-to-peer network.

**Staff Sharing:** Every Club will make a commitment to providing staff resources twice a year to other Clubs in their area to assist them in implementing programs that have been highly successful at their Club, or to assist with orienting new staff at nearby Clubs. They will also be available via phone and a Web Community to provide ongoing consultation and support. Each organization, as part of the Letter of Agreement for this project, will commit to the staff sharing.

**Development of Mentor Organizations:** It is more feasible for the larger organizations in the state to have full time staff to provide technology support for their Clubs. Four organizations will agree to serve as mentors and advisors to a cluster of smaller Clubs in the state. These Clubs will make staff available by phone and e-mail to help solve technology problems, assist with program planning, provide training for staff and give direction to purchasing and setting up of new technology. They will also host technology staff from smaller Clubs for hands on training and technical assistance. The Project Director will organize and support this process.

In addition to the State Conference, each cluster will meet three times a year to share programs and receive additional training about new applications and programs. The mentor organizations will be responsible for organizing and convening the cluster training events for their Clubs.

## Technology Training

Club technology centers cannot be fully utilized without dedicated, trained staff to help youth learn how to use and apply the tools to their everyday pursuits. Access to trained professionals is even more important for underserved kids who often have little interaction with the very professional who can assist them in developing technical skills. Therefore, BGCA's technology initiative has a strong professional development focus.

Through formal evaluations and feedback from Clubs, BGCA has learned that Clubs that successfully utilize technology throughout their daily programs:

- have trained staff members in various programming areas to use technology as part of their curriculum;
- have an organizational commitment to using technology;
- are able to manage the day to day maintenance of the technology center; and
- utilize a program philosophy that combines informal labs, skill development programs and project-focused learning.

To help ensure a successful implementation of BGCA's technology initiative, the following training opportunities will be provided as part of this project:

- CEO Technology Training – Through the Washington State Alliance, a training session will be held for all Club CEOs at the beginning of the project period. This training will help Club leaders develop a board-approved technology plan for their organizations. The plan will address technology programming, staff training, technology needed to support operations, budgeting and ongoing sustainability.

The staff training plan and schedule developed by each Club will be submitted to the project director and the technology advisory committee. From those plans, a statewide plan will be developed.

- Technology Center Director's Institute Training Program – This mandatory three-day training is given to all Clubs that receive technology centers. The training addresses the needs of staff working directly with technology in the Club. It covers hardware, troubleshooting information and how to set up the Club's computer lab. Participants learn how to integrate technology into BGCA's core program areas, how to keep members safe when they are online, how to develop technology center activities, and how to use BGCA's Digital Arts programs.

Thirty-four Clubs in Washington will be receiving technology centers in the coming year through BGCA's collaboration with the Beaumont Foundation of America. With support from the Gates Foundation, an additional 10 Clubs will

receive technology centers. The technology center directors of these 44 Clubs will attend this training.

- Technology Program Training – This two-day training will be held specifically for every Washington Club involved in this project. These Clubs will receive training on implementing software they will receive through a supplemental grant included in this project. The other Clubs will receive training on this software at the Director’s Institute.
- Building Technology into Core Program Areas – This workshop is for all Club program staff. It covers information about using technology programs and activities in each of the five core program areas. It also covers Internet safety, Club Tech resources and easy-to-implement technology activities. Each Washington Boys & Girls Club organization will be required to schedule a minimum of two one-day workshops for all program staff. One workshop will focus on using technology to enhance programs, and one workshop will focus on software applications.
- Hands-on Training and Technical Assistance – After each Club develops their technology plan and assesses their training needs, the project director will assist all 77 Clubs in accessing additional technology training.
- BGCA’s Technology Conference – This annual conference, sponsored by Microsoft, brings together technology center directors and professionals from Clubs across the nation. It is an opportunity for them to attend presentations given by field experts, receive additional training, learn about new programs and network with their peers. As a part of this project, 10 Boys & Girls Club organizations annually will receive a scholarship to participate in the Technology Conference.

Through this extensive training program, Club professionals in Washington will create a shared view about how technology is best utilized in Boys & Girls Clubs. The training programs will offer Washington Clubs the opportunity to share information and best practices that work within their communities. In addition to the above trainings, Club staff from Washington will meet together at regional and national conferences to discuss technology strategies across the state.

Project Implementation Timeline

**Objective 1 - Technology Centers**

**Year 1**

Select 34 technology centers to receive BFA grant	May 2003
Deliver 34 technology centers	December 2003
Deliver multimedia enhancement packages to 67 Clubs; 33 that have received technology centers and 34 that are receiving them in the coming year through the BFA	April 2004

grant	
Deliver 10 Gates Foundation-funded technology centers to selected Clubs	May 2004

**Year 2**

Annual evaluation: monitor working order of equipment	November 2005
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**Year 3**

Annual evaluation: monitor working order of equipment	November 2006
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**Objective 2 - Training**

**Year 1**

Meet with Chief Professional Officers for Washington State organizations at Pacific Administrative Conference	January 2004
Hire Project Director	February 2004
Conduct technology planning workshop for organizational leaders	February 2004
Select organizations to receive grants for Technology Conference	February 2004
Project Director attends Train the Trainer course	March 2004
33 Clubs with existing technology centers attend two-day technology training	April 2004
10 Gates Foundation-funded technology centers selected; Clubs go to Director's Institute	April 2004
Washington technology advisory committee meets	February 2004
Clubs provide individualized training plan and submit proposed expenses	June 2004
Publish training plan and schedule for targeted training	July 2004
Pacific North Youth Development Conference	August 2004
Meet with Chief Professional Officers for Washington State organizations at Pacific Administrative Conference	September 2004
Project Director conducts and schedules needed trainings	October – December 2004

**Year 2**

Conduct workshop for organizational leaders	January 2005
Select organizations to receive grants for Technology Conference	January 2005
National Technology Conference	February 2005
Washington technology advisory committee meets	May 2005
Clubs provide training plan and submit proposed expenses	July 2005
Pacific North Youth Development Conference	August 2005
Meet with Chief Professional Officers for Washington State organizations at Pacific Administrative Conference	September 2005
Project Director conducts and schedules needed trainings	October – December 2005

**Year 3**

Conduct workshop for organizational leaders	January 2006
National Technology Conference	February 2006
Washington technology advisory committee meets	May 2006
Clubs provide training plan, submit proposed expenses	July 2006
Pacific North Youth Development Conference	August 2006
Meet with Chief Professional Officers for Washington State organizations at Pacific Administrative Conference	September 2006
Project Director conducts and schedules needed trainings	October – December 2006

**Objective 3 – Programming****Year 1**

Clubs have ClubTech and NetSmartz internet safety programs	January 2004
Publish grant requirements	March 2004
Deadline for program grant proposals	April 2004
Approval and selection of program grant proposals	May 2004
Conduct programs	June – October 2004
Collect program reports	November 2004
Add programs to Activity Exchange on bgca.net	December 2004

**Year 2**

Publish program grant requirements	February 2005
Deadline for program grant proposals	April 2005
Approval and selection of program grant proposals	May 2005
Conduct programs	June – October
Collect program reports	November 2005
Add programs to Activity Exchange on bgca.net	December 2005

**Year 3**

Publish program grant requirements	February 2006
Deadline for program grant proposals	April 2006
Approval and selection of program grant proposals	May 2006
Conduct programs	June – October
Collect program reports	November 2006
Add programs to Activity Exchange on bgca.net	December 2006
Publish all activities from program grants for wider distribution	December 2006

**Objective 4 – Peer-to-Peer Network****Year 1**

Identify mentor organizations	January 2004
Letter of Agreement with mentor organizations	February 2004
Create Letters of Agreement for all participating Clubs	February 2004

Mentor Organizations plan first State Tech Conference with input from Clubs in their cluster	February 2004
Conduct state Technology Conference	May 2004
Facilitate staff sharing and mentoring	ongoing

### **Year 2**

Evaluate mentor organizations	January 2004
Letter of Agreement with mentor organizations	February 2004
Set up online community to plan State Tech Conference	February 2004
Conduct state Technology Conference	May 2004
Facilitate staff sharing and mentoring	ongoing

### **Year 3**

Evaluate mentor organizations	January 2004
Letter of Agreement with mentor organizations	February 2004
Set up online community to plan State Tech Conference	February 2004
Conduct state Technology Conference	May 2004
Facilitate staff sharing and mentoring	ongoing

## **Evaluation**

### **Year 1**

Select Clubs to participate in evaluation	February 2004
Collect baseline data for evaluation	March 2004
First quarterly program report for 34 BFA-funded Clubs	March 2004
Second quarterly program report for 34 BFA-funded Clubs	June 2004
Collect first set of program data	June 2004
Third quarterly program report for 34 Clubs funded by BFA	September 2004
Final program report for 34 BFA-funded sites	December 2004
Collect second set of data	September 2004

### **Year 2**

First quarterly program report for technology centers funded by the Gates Foundation	January 2005
Second quarterly program report for technology centers funded by the Gates Foundation	April 2005
Third quarterly program report for technology centers funded by the Gates Foundation	July 2005
Final program report for centers funded by the Gates Foundation	October 2005
Collect third set of data	September 2005

### **Year 3**

On site interviews	January 2006
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Evaluation results presented to Project Director	March 2006
Evaluation results shared at Technology Advisory Committee to discuss ways to enhance programs	May 2006
Implement recommendations from evaluation discussion	June-December

### **Project Budget and Sustainability**

Please see Appendix A for the project budget and budget narrative.

The Washington Boys & Girls Clubs involved in this project will be responsible for sustaining all components of this technology initiative. A list of ongoing operating expenses for a technology center is located in Appendix A. These expenses will become part of every Club's operating budget. In addition, Clubs will need to budget to replace and upgrade hardware and software every three to four years.

BGCA will provide guidance in helping Clubs develop their sustainability plans through the CEO training and through existing internal sources, such as BGCA's FundraisingBank, located on bgca.net. This Web site offers Clubs assistance in fundraising for Club programs and operating expenses.

The goal of this project is to enable every eligible Club in the state to make technology a significant ongoing component of their program. The Project Director's role is to establish staffing procedures and training in each organization and Club to ensure ongoing sustainability of the initiative. By the end of the project, the work will be sustained by each organization and technology will be part of the ongoing operating budgets of the Clubs. The Project Director will accomplish this by working with each organization to develop the staff capacity to fully utilize technology to support all aspects of the Club's program.

The Project Director will also work with Club leadership (board and professional staff) through the Washington State Alliance to support each organization in developing a plan to make the cost of technology part of the organization's ongoing budget.

At the conclusion of the project, the Project Director position will no longer be needed. Technology will be fully integrated into the Clubs, and ongoing support will be the responsibility of individual organizations.

Information about the organization and purpose of the Washington State Alliance of Boys and Girls Clubs is included in the appendix.

### **Staff**

- Existing BGCA Staff who will support this project

- Sr. Director Operation Connect – will work directly with the Washington State Alliance to oversee BGCA's involvement in the project. This will include the installation of all technology, development of training schedules and support to Clubs. (15 days)
  - Operation Connect Program Coordinator – will work with Clubs that are receiving technology centers to ensure they are ready to be installed, support their installation, provide technical assistance and monitor their progress. (20 days)
  - Director of Youth and Technology Training – will conduct the Training Director Institute and other BGCA trainings in the state; will train the project director that is hired to conduct technology training; and will support the development and implementation of the training calendar. (12 days)
  - Administrative Assistant for Technology Training – will oversee registration for training events, secure a site for training, ensure training materials are available and coordinate use of portable tech training lab. (15 days)
  - Vice President Technology Programs – will work with the Alliance to support planning, evaluation and overall implementation of the project. (5 days)
  - Sr. Director Youth and Technology Program – will work with the Alliance to oversee project evaluation. (5 days)
  - Regional Service Director – will work with all Clubs involved in the project to support implementation and monitor progress. (15 days)
- New Staff
    - Project Director - The project director will work on behalf of the Washington State Alliance of Boys & Girls Clubs to implement this project. He/she will be responsible for organizing training, supporting the delivery of the technology center equipment, conducting training, overseeing the evaluation, administering Club mini-grants, collecting information and preparing reports. A job description is located in the appendix. This position will report to the chairperson of the Washington State Alliance Technology Committee and will be an employee of his/her organization. The President of the Washington State Alliance will appoint the chairperson of the technology committee. The project director will be hired with consultation from BGCA and will work closely with Technology Programs and Services at BGCA to implement the project.
  - The project director will be trained by the Director of Youth and Technology Training. All other staff training is described in the Technology Training section of this proposal.

## **Technology**

BGCA is requesting computers, hardware and peripherals that will enable Clubs to implement BGCA's technology initiative, and to fully support programs using multi-media applications, such as web page design, graphic design and animation, music production, photo manipulation and digital movie making. (Please see Appendix A for a complete description of the hardware included in the multi-media technology center package.)

The technology BGCA is requesting for this project will be maintained and sustained by the individual Clubs, with assistance during the project period from BGCA. Tools and methods for maintaining and sustaining the technology will be addressed in the various training opportunities included in this project.

## **Evaluation and Dissemination of Lessons Learned**

There has been very little evaluative research published regarding the impact of making technology a component of the service offered through community-based youth organizations. The Washington State Alliance and BGCA will work closely with the Bill and Melinda Gates Foundation to design an evaluation providing information that will enable Clubs to learn how to better utilize technology. It will also enable the Foundation to determine the impact of the program and assist in future funding decisions related to technology in community-based organizations.

The evaluation will include a process and an impact evaluation. The evaluation will address:

1. The impact on Club members' technology skills and use of technology.
2. The impact of the training, peer to peer network and technical assistance on the Club staff's ability to implement programs using the technology center.

The evaluations of Club Members will determine the technology skills and knowledge Club members acquire as a result of their participation in the Club and the behavioral and attitude changes that follow.

65% of Club members will acquire the following skills and attitudes.

- use basic productivity software and the Internet;
- understand computers and are able to maintain personal technology;
- find and evaluate information on the Internet and use the Internet safely;
- create multi-media presentations using sound, graphics and video; and
- understand and appreciate the role technology will play in their employability.

This information will be collected via a survey that assesses member skills, knowledge, beliefs about technology and their current use of technology in school and for exploring personal interests. Surveys will also ask what role the Club program played in acquiring these skills. Surveys will also collect information about their access and use of computers at school and at home.

In addition, Club members will be asked how participation in the Club technology program has contributed to:

- education goals
- career and employment aspirations
- sense of competence and identity as a result of learning acquiring new skills
- sense of usefulness as a result of helping the Club maintain the tech center and assisting other Club members to learn to use technology

While all Clubs will be given the tools to assess the outcomes of their project and be required to administer surveys annually to a sample of Club Members, the formal evaluation will focus on data from the ten Clubs that receive a tech center through this project. This will provide an opportunity to collect data prior to the installation of the Club's tech center. In these sites focus group interviews with Club members, staff, parents and community partners such as schools will be conducted by an evaluator to gain a deeper understanding of the impact of the Club technology initiative.

Every Club that participates in the project will be asked to collect and provide the following information about their technology program annually:

- Demographic information about Club Members
- % of Club Members who use the tech center. Target is 75%
- Number and objectives of programs provided for each age group. Each Club will be asked to set an annual target based on the capacity of their Club (number of members, capacity of tech center, number of staff, etc.).
- Hours per week the tech center is open. Target is 80% of hours Club is open.
- Number of full time and part time youth development staff that lead a program in the tech center at least once a month. Target is 75% all staff.
- Outcome surveys for a sample of Club Members
- Number of hours lost because of technical problems.

The evaluation of staff will focus on:

- Participation levels of Clubs in training sponsored by the alliance for this project. The targets are as follows:
  - Person designated as the leader of the technology program participate in at three state-wide events and two cluster events

- All full time staff participate in at least one technology training
- Every organization provide at least one training annually for part-time staff focused on using the tech center.
- The impact of the training on the knowledge and skill level of all Club staff and how they apply the learning to planning and leading programs that utilize technology.
- The impact of the peer to peer network on skills, ability to resolve problems quickly and orienting new staff.

To collect this information the following will steps will be taken:

- A survey will be conducted at the conclusion of each training event that evaluates the learning and each person’s plans for applying that learning.
- An annual survey of staff will also be conducted that assesses:
  - How they have applied that learning to their work at the Club will be conducted
  - How much they participated in the peer to peer network
  - The benefits and learning that came from the peer to peer network

Club Directors will also be surveyed annually about their staff’s use of the technology center and the impact it has had on the Club Program.

The following time line will guide the evaluation:

<b>Completion Date</b>	<b>Action</b>
1/15/04	Select an evaluator
2/15/04	Finalize and test tool to collect baseline data
3/15/04	Collect baseline data from Club members about tech skills, attitudes about technology, use of technology and the impact of gaining technology skills.
Ongoing	Conduct evaluation and assessment of all training events
9/15/04	Collect annual reports and surveys of members and staff from all Clubs. Conduct focus group interviews at ten Clubs
11/1/04	Submit annual report
Ongoing	Conduct evaluation and assessment of all training events
9/15/05	Collect annual reports and surveys of members and staff from all Clubs. Conduct focus group interviews at ten Clubs
11/1/05	Submit annual report
Ongoing	Conduct evaluation and assessment of all training events
9/15/06	Collect annual reports and surveys of members and staff from all Clubs. Conduct focus group interviews at ten Clubs
11/1/06	Submit final report

Impact data from Clubs will be compared to implementation and participation data to determine what actions on the part of staff have the greatest impact. In the second and third years of the project, results will be analyzed to determine the ingredients that maximize the impact of the Clubs technology program.

Descriptions of programs that Clubs develop for this project will be submitted and compiled into a publication that will be distributed to all Clubs. In addition, informational sessions will be planned at BGCA's national and regional conferences. Please see Appendix A for evaluation and dissemination details.

### **Letters of Support**

Please find letters of support from project partners in Appendix A.

### **Organizational Data**

BGCA was incorporated in 1956. It is a 501©(3) organization. The latest completed fiscal year's operating budget was \$39,653,103. The number of paid full-time staff is 315. BGCA's technology plan is located in Appendix A. Currently, BGCA has 400 computers and 40 servers that are supported by a staff of 32 information technology professionals.

## Technology Plan

Boys & Girls Clubs of America's National Planning Commission, working with the Board of Governors, developed five year technology goals and key strategies. Technology is a key priority in the areas of youth development programs and Club operations and management.

### Findings of the National Planning Commission

Interviews and surveys with Club executives indicate a strong desire for assistance, direction and training for administrators to use technology effectively, and the implementation of technology centers in Clubs for youth programs.

BGCA's five-year goals are:

- Increase to 90 percent the number of Clubs providing members with daily access to state-of-the-art technology
- Increase to 90 percent the number of full time professionals using current technology-based tools and the Internet to enhance programs, processes and productivity.

National strategies include:

- Assisting local boards in developing technology plans to implement, support and fund technology programs in Clubs;
- Facilitating the installation of technology centers in Clubs;
- Developing and training Clubs to implement programs that directly teach technology skills, and that integrate technology into every aspect of the Club;
- Implementing an extensive training program for Club staff that enables them to effectively utilize technology;
- Developing an Internet safety program;
- Implementing a campaign to assure all full-time professionals have current technology and are connected to bgca.net, BGCA's primary communication vehicle with local Clubs; and
- Developing additional BGCA services online.

Local organizations should:

- Assure that there is a current generation computer with Internet access in each and every Club, and that every full-time staff member is using bgca.net;
- Establish a state-of-the-art technology center in every Club; and
- Insist that staff have training opportunities that will help them use technology in everyday work.

**DRAFT**



**BOYS & GIRLS CLUBS  
OF AMERICA**

***Memorandum of Agreement***

***Between***

**Boys & Girls Clubs of America**

**and the**

**Washington State Boys & Girls Club Alliance**

**and the**

**Boys & Girls Clubs of**

This agreement is entered into between Boys & Girls Clubs of America (BGCA), a federally chartered, national organization, the Washington State Boys & Girls Club Alliance, a local 501 c (4) organization and the Boys & Girls Clubs of TBD, a 501c (4) organization.

Washington State Boys & Girls Club Alliance agrees that all funds received through a grant from the Bill & Melinda Gates Foundation will be received by Boys & Girls Clubs of America and funds will be used in their entirety to support the goals and work plan attached to this document.

All disbursements for invoices and expenses related to the project will be made by Boys & Girls Clubs of America for all reasonable and allowable expenses as outlined in the project budget. The Project Director will serve under the direction of the Chairperson of the Washington State Boys & Girls Club Alliance Technology Committee, and will be an employee of the TBD Boys & Girls Club organization. BGCA will administer dollars for funding this position to this Boys & Girls Club on a quarterly basis. The Project Director will be selected by the President of the Washington State Boys & Girls Club Alliance in consultation with BGCA.

In addition, the Washington State Boys & Girls Club Alliance agrees to:

1. Comply and implement all objectives and steps outlined in the work plan needed to implement this project.
2. Maintain its books in accordance with generally accepted accounting principles.
3. Receive an annual audit performed by an independent Certified Public Accountant in accordance with the standards established by the American Institute of Certified Public Accountants, including all fiscal years ending prior to the receipt of the grant. A copy of the audited financial statements and the audit report will be submitted to BGCA within 90 days from the end of the fiscal year.
4. Provide funding for 25% of the Project Director's salary and benefits in 2005 and 50% of the Project Director salary in 2006.
5. Allow BGCA, its agents and sub-contractors access to all books and records in the custody of the Alliance or its agents, officers or consultants.
6. Provide appropriate power of attorney to BGCA to execute documents on behalf of the Alliance, where necessary.
7. Indemnify and hold Boys & Girls Clubs of America, its employees, officers, board of governors and agents harmless from and against any and all loss, cost, damage, liability and expense, arising from any claim which may be brought based directly or indirectly upon Boys & Girls Clubs of America's acts or omissions relating to the Washington State Boys & Girls Club Alliance.

The Boys & Girls Club of TBD agrees to:

1. Employ the project director, provide a workplace and ongoing support and direction.
2. Set up and maintain an office for the project director that has appropriate furniture, computer workstation, phone, Internet Connectivity, fax, photo copying, office supplies, and office support.
3. Comply and implement all objectives and steps outlined in the work plan needed to implement this project.

4. Contract for a project evaluator and manage the evaluation of this project in conjunction with the Washington State Boys & Girls Club Alliance as outlined in the proposal.
5. Maintain its books in accordance with generally accepted accounting principles.
6. Receive an annual audit performed by an independent Certified Public Accountant in accordance with the standards established by the American Institute of Certified Public Accountants, including all fiscal years ending prior to the receipt of the grant. A copy of the audited financial statements and the audit report will be submitted to BGCA within 90 days from the end of the fiscal year.
7. Allow BGCA, its agents and sub-contractors access to all books and records in the custody of the Alliance or its agents, officers or consultants.
8. Provide appropriate power of attorney to BGCA to execute documents on behalf of the organization, where necessary.
9. Indemnify and hold Boys & Girls Clubs of America, its employees, officers, board of governors and agents harmless from and against any and all loss, cost, damage, liability and expense, arising from any claim which may be brought based directly or indirectly upon Boys & Girls Clubs of America's acts or omissions relating to the Washington State Boys & Girls Club Alliance.

Boys & Girls Clubs of America agrees to:

1. Provide technical oversight to the Washington State Boys & Girls Club Alliance and its management and operation; dispense funds; monitor expenses; and assure adherence to the annual budget and fee schedule.
2. Provide technical assistance and training to all Clubs in the state that participate in this project.
3. Provide technical assistance for programs and services delivered by the Club, while recognizing the local board's valuable contribution to decision-making and policy-setting practices.
4. Assist the Washington State Boys & Girls Club Alliance in complying with deliverable schedules associated with grant funds allotted to the Washington State Boys & Girls Club Alliance.

5. Purchase and install all hardware and software outlined in the proposal.
6. Provide the TBD Boys & Girls Club with an initial allocation of \$4,000 to establish and office and \$500 per month during the course of the project for expenses related to supporting the project director

Terms of the Agreement

This Management Agreement will take effect upon the execution of the parties and will continue in force until it is amended or terminated in writing by mutual agreement, or until all grant funds are expended, whichever is sooner. This agreement may only be extended by a written notice signed by all parties.

IN WITNESS WHEREOF, the parties have executed this AGREEMENT, on **the**

\_\_\_\_\_ day of \_\_\_\_\_, 2003

WASHINGTON STATE BOYS & GIRLS CLUB ALLIANCE

By: \_\_\_\_\_ Date \_\_\_\_\_  
( President )

BOYS & GIRLS CLUBS OF AMERICA

By: \_\_\_\_\_ Date \_\_\_\_\_  
(Roxanne Spillett, President)

## **BGCA Technology Center Site Selection Process**

BGCA adheres to the following steps when selecting Clubs to receive a technology center.

### **Step 1 – Online Assessment**

Clubs complete Online Site Assessment at [www.bgca.net](http://www.bgca.net). Site Assessment information downloads to Operation Connect database upon completion.

### **Step 2 – Site Assessment Review**

Review information to determine minimum eligibility requirements:

- At least 40 percent of Club members served are at or below the poverty level as defined by the U.S. Census Bureau
- Club has committed leadership and capable staff
- Application supports a single project site
- Club has access to high-speed Internet connectivity

### **Step 3 – Regional Review**

Review eligibility report to determine qualifying requirements:

- Meets all Boys & Girls Clubs of America (BGCA) membership requirements
- Has a technology committee that includes board members
- Has a technology plan (or one is under development)
- A plan to acquire adequate resources for sustaining the technology center beyond Year One.

### **Step 4 – BGCA Project Coordinators Select Sites**

Review assessments to determine the best applicants.

- The number of computers less than three years old
- Club has a dedicated space for technology
- No major renovations are required
- Secured room
- Adequate electrical capacity
- Amount of time waiting to receive a tech center

### **Step 5 – Site Selection Notification**

Selected Clubs receive a Welcome Package and a list of additional requested materials. The additional materials that are requested include:

- Operation Connect Readiness Checklist (follows this document)
- 501c(3) Determination Letter
- State Tax Exemption (if applicable)
- Training Registration form
- Copy of High-speed Internet Contract
- Signed Letter of Agreement (LOA)

The ten sites selected for this project are Clubs serving predominately low-income communities that are not located on military bases. They are:

### **Boys & Girls Clubs of Snohomish County**

Sunnycrest	Lake Stevens, WA
Endeavor Boys & Girls Club	Mukilteo, WA
Martha Lake Boys & Girls Club	Lynwood, WA
Cedarway Extension	Mountlake Terrace, WA
Fairmont Boys & Girls Club	Everett, WA
Lynndale	Lynnwood, WA

The six sites from the Boys & Girls Clubs of Snohomish County all serve disadvantaged youth, and at least 80 percent of the population is at or below the poverty level. The youth are 90 percent Caucasian, with the rest of the population consisting of African American, Native American, Hispanic and Asian. The average household income is less than \$29,000.

### **Boys & Girls Clubs of the Columbian Basin**

Quincy Branch	Quincy, WA
---------------	------------

The Quincy Branch serves disadvantaged youth, with at least 80 percent of the population at or below the poverty level. The youth are 60 percent Hispanic and 40 percent Caucasian. The average household income is less than \$21,000.

### **Boys & Girls Clubs of King County**

Rotary Boys & Girls Club	Seattle, WA
Skyway Boys & Girls Clubs	Seattle, WA

The Rotary Boys & Girls Club Branch serves disadvantaged youth, with at least 60 percent of the population at or below the poverty level. The youth are 80 percent African American, 6 percent Asian, 9 percent Caucasian and 5 percent Hispanic. The average household income is less than \$15,300.

The Skyway Boys & Girls Club Branch serves disadvantaged youth, with at least 40 percent of the population at or below the poverty level. The youth are 44 percent Caucasian, 25 percent African American, 22 percent Asian and 9 percent Hispanic. The average household income is less than \$25,000.

### **Boys & Girls Clubs of South Puget Sound**

Spanaway

Tacoma, WA

The Spanaway Boys & Girls Club Branch serves disadvantaged youth, with at least 60 percent of the population at or below the poverty level. The Club serves youth of Caucasian, African American, Native American, Hispanic, Russian, Asian and South Pacific descent. The average household income is less than \$25,000.

### **Club Responsibilities**

Clubs are asked to contribute to the start-up and sustainability of the project as well. Here is a list of some of the primary responsibilities of the Club:

- Ensure dedicated space
- Paint
- Carpet
- Provide adequate electrical needs
- Provide air conditioning
- Provide at least deadbolt security on technology center door
- Provide a dedicated staff person for the technology center
- Provide proper furniture (tables and chairs)
- Provide supplies
- Obtain virus protection software

## Operation Connect Technology Center Checklist

<b>Action Item</b>	<b>Timeline</b>
Form Technology Advisory Committee	6 Months Prior
Develop Technology Plan	
Develop Acceptable Use Policy	
Add Technology Initiative to Budget	
Register on BGCA.net	
Receive Operation Connect Packet	3 Months Prior
Prepare Physical Site	
Ensure Dedicated Space (20 sq ft/computer)	
Paint and carpet	
Carpet	
Electrical	
Air Conditioning	
Security	
Return Operation Connect Documentation	2 Months Prior
Schedule Training	
Order Equipment/Furniture	
Peripherals/Other Hardware	
Determine Lab Layout	
Tables, Chairs, Supply Cabinet	
Virus Protection Software	
Investigate High Speed Connectivity	
Order High-Speed Connectivity	6 Weeks Prior
Order Extra Phone Line, If Needed	
Advertise/Interview/Hire Tech Center Director	1 Month Prior
Write Job Description	
Determine Software Training Needs	
Schedule Software Training	
Register on BGCA.net	
Attend Tech Center Director's Institute	2 Weeks Prior
Develop Tech Center Program	1 Week Prior
Determine Needs	
Determine Lab Style	
Develop Schedule	

Receive Technology Center Equipment	Baseline
Install/Test Equipment	2 Weeks Post
Receive Call From Operation Connect	
Start Planning Grand Opening	
Implement Internet Safety Programs	1 Month Post
Stay Safe Online	
Netsmartz	
Implement Club Tech Programs	1 Month Post
Skill Tech I & II	
Core Tech	
Digital Arts Suite	
T-Cubed	
Youth Net	
Train All Other Program Staff	
Orient All Staff to Tech Center	3 Months Post
Clarify Expectations for Use	
All Program Staff Run Technology Activities	
Integrate Technology into Core Programs	
Hold Grand Opening	3 Months Post
Receive Call From Operation Connect	
Evaluate Program	
Conduct Routine Maintenance	6 Months Post
Annual Review of Tech Plan	1 Year Post
Evaluate Program	
Refresh/Renew 1/3 of Workstations	

## Technology Program Resources

### **Skill Tech: A Club Tech Basic Computer Skills Program**

Skill Tech outlines 10 lessons for each of four age-appropriate levels. The lessons are designed to be fun, hands-on and engaging. The program covers word processing, spreadsheets and other productivity software and is contained on a single CD-ROM.

### **Skill Tech II: A Club Tech Advanced Skills Program**

Skill Tech II is a Club Tech program designed to teach advanced, yet practical, technology skills to Club members ages 6 to 18. Using animated, interactive tutorials on courseware developed exclusively for Boys & Girls Clubs, as well as hands-on, instructor-led group activities, Skill Tech II introduces members to hardware and networking skills and technology-related career opportunities.

### **NetSmartz**

NetSmartz, a comprehensive program from BGCA and the National Center for Missing & Exploited Children, teaches members Internet safety skills through engaging multimedia activities and offline interaction with Club professionals. It has three age-appropriate modules: Clicky's Web World for 6- to 7-year-olds, NetSmartz Rules for 8- to 12-year-olds and I-360 for 13- to 18-year-olds.

### **Core Tech: Core Area Resource Guide to Technology**

Core Tech is a five-volume collection of technology activities that Club staff from every Core Program Area can conduct with members. Each book, which contains activities from one Core Area, also includes reference guides for the software applications needed to complete the activities.

### **Digital Arts Suite: Five Club Tech Programs in Technology and the Arts**

The Digital Arts Suite consists of five Club Tech programs in technology and the arts. The unique, age-appropriate courseware for each program leads members through the processes of Web design, graphic design and animation, digital photography and photo manipulation, and electronic music making. Each includes interactive simulations, step-by-step lessons and project ideas for every skill level. Each Digital Arts Suite program prepares Club members to participate in a corresponding Digital Arts Festival.

- **Web Tech** – introduces members to Web design and development. Members begin by creating simple, one-page sites with text and ClipArt images, and advance to building more robust sites with page links, graphics, text and sound. Along the way, they learn important design lessons about page layout, color choice and graphic weight.

- **Design Tech** – teaches artistic concepts and technology skills to create professional quality print materials and animation. By the time members complete the program, they have developed logos, posters, animation and other materials requiring the expertise of a graphic artist.
- **Photo Tech** – lets members take digital photos, explore the effects of distance and angle, and learn about photo composition. They also learn digital photo manipulation, from basic photo editing tasks, such as cropping and adjusting color and light, to advanced projects that require image filters and layering, such as creating CD cover art or photographic “hoaxes.”
- **Music Tech** – helps members explore a variety of digital music software applications and basic music theory. They learn to write sheet music, mix musical loops, and compose and record original songs.
- **Movie Tech** – Rather than courseware, the Movie Tech CD-ROM contains detailed instructor materials for teaching members to write screenplays, and for facilitating the hands-on process of filming and editing digital movies.

### **Getting Started with Technology Resource Book: Implementing Technology and Stay Safe! Online Supervisor’s Manual**

Getting Started is a blueprint for planning and implementing exciting technology programs in Clubs, and the Stay Safe! Online Supervisor’s Manual offers guidelines for using the Stay Safe! Online program, which introduces members to safe use of the Internet.

### **T<sup>3</sup>: A Technology-Focused, Small-Group Club for Teens**

T<sup>3</sup>, pronounced “T-cubed” and short for “Teen Tech Teams,” is a small-group Club program for 12- to 18-year-olds. T<sup>3</sup> members assist staff and other Club members in the technology center, run Club help desks, learn about high-tech careers and implement annual projects that use technology to better the Club or community. All Clubs will receive a free advisor’s manual and start-up kit after submitting initial charter applications.

## Technology Center Operating Expenses

The ongoing operating expenses for a technology center, utilizing the current budget for technology centers at Clubs in Bellingham (22 stations) and Ferndale (10 stations) as models are:

Director.....	\$25,000/yr
Benefits.....	\$7,000/yr
Internet connect.....	\$1,200/yr
Electricity.....	\$1,800/yr
Supplies (CD's cartridges, diskettes).....	\$1,200/yr
Training and travel.....	\$2,500/yr
Hardware.....	replace every 3-4 yrs
Equipment (memory, processors, monitors, etc).....	\$4,000/yr
Software, renewals, etc.....	\$3,000 yr
Maintenance, cleaning, etc.....	\$500 yr
Tech Support and repair.....	\$2,500 yr
Telephone.....	\$750/yr
<b>TOTAL</b>	<b>\$49,450</b>

All Clubs that receive technology centers or additional technology will sign an LOA agreeing to employ technology center staff and budget dollars for the ongoing support of the technology center.

## Washington State Boys & Girls Club Alliance

A 501 © 4 non-profit corporation

- Incorporated 7-17-01

Board Members and Officers:

- Glenn Permuy- BGCA Atlanta
- MV Prasad- BGCA Atlanta (controller)
- Kevin McCartney- BGCA Pacific (Government Relations) 530-903-0624
- David Sykes- BGCA Pacific
- Lloyd Tolle- BGCA Pacific (Regional Service Director)
- **Lynn Templeton, President** (Whatcom- Bellingham) term expires 4-04  
360-738-3808, FAX 360-733-8078, cell 360-224-1026,  
[execdirector@whatcomclubs.org](mailto:execdirector@whatcomclubs.org)
- **Suzanne Little, Vice President** (Olympic Peninsula- Sequim) term expires 4-05
- **Kathy Haggart, Secretary** (Bellevue) term expires 4-05
- **Kellee Magnuson, Treasurer** (Benton/Franklin- Pasco) term expires 4-04

**Dues:** Each organization pays dues, originally based upon a formula from their national dues.

**History:** State Alliances are a relatively new concept, and originally grew out of Area Councils.

**State Executive Director's Association** (professional group):

- **Bill Tsoukalas, Chair** (Snohomish- Everett) 425-258-2436

### Washington State Boys & Girls Club Alliance: Overview

The Washington State Boys & Girls Club Alliance is a registered 501 © 4 non-profit corporation, governed by its approved by-laws and the IRS.

- Its **leadership** includes the incorporating Board of Directors, and Officers elected by the membership.
- The Alliance **membership** includes the Chief Professional Officers of all Boys & Girls Clubs of America chartered organizations, and military partners, in the state of Washington.
- The **purpose and function** of the Alliance is to secure influence and funding from the Washington state legislature; such funds to be utilized for programmatic and capital purposes in Clubs throughout the state.
- The Alliance normally **meets** quarterly, or 3-4 times per year.

- Minimum **expectations** of members are to attend at least 75 percent of all meetings, to participate and support the State Youth of the Year program, to pay Alliance dues in a timely fashion, and to participate in the legislative process if and how needed.

### **Three-Year Strategic Plan**

#### Overview:

The Boys & Girls Clubs in the State of Washington include 15 community based chartered Club corporations:

- Boys & Girls Club of the West Sound (Belfair)
- Bellevue Boys & Girls Clubs
- Boys & Girls Clubs of Whatcom County (Bellingham)
- Boys & Girls Clubs of Snohomish County (Everett)
- Boys & Girls Club of the Columbia Basin (Moses Lake)
- Boys & Girls Clubs of Skagit County (Mount Vernon)
- Boys & Girls Club of Benton/Franklin Counties (Pasco)
- Boys & Girls Clubs of King County (Seattle)
- Boys & Girls Clubs of the Olympic Peninsula (Sequim)
- Boys & Girls Clubs of Pierce County (Tacoma)
- Boys & Girls Club of Southwest Washington (Vancouver)
- Valley Boys & Girls Club (Clarkston)
- Boys & Girls Club of Thurston County (Tumwater)
- Boys & Girls Club of Spokane County
- Boys & Girls Club of Oak Harbor

Additionally, we have 5 chartered Clubs on the following military bases:

- Northwest Regional Navy (Bremerton/Bangor)
- Fairchild AFB (Spokane)
- Fort Lewis
- McChord AFB
- NAS Whidbey Island

Altogether, these Clubs offer programs at a total of **126 separate locations**, including Clubhouses, Native lands, public housing, schools, and community centers. We currently **serve 68,685 Washington state youth in grades K-12** through annual membership. We offer dedicated youth facilities that are open daily, staffed by professionals, and offer programs that work.

Our Clubs and programs are available and affordable to all youth. The average annual membership cost to join the Boys & Girls Club is about \$20 per year, with scholarships available. The total cost of service to the Club for each child is

Bridging the Digital Divide for Washington State Boys & Girls Clubs

Appendix

Page 15 of 21

approximately \$260 per year. Hence the need for fundraising, grant development, and contracts for service on local, county and **state** levels.

Demographics of Boys & Girls Clubs of America kids:

49% live in single parent families

63% are from minority families

56% are male

42% are from families with annual incomes less than \$22,000

Mission Statement:

As members of the Boys & Girls Clubs of America system, we ascribe to the following mission statement:

“To inspire and enable all young people, especially those from disadvantaged circumstances, to realize their full potential as productive, responsible and caring citizens.”

Our Core Beliefs:

The Boys & Girls Club provides a safe place to learn and grow, ongoing relationships with caring adult professionals, life-enhancing programs, character development experiences, hope and opportunity.

We strive for young people to achieve:

- Positive self-identity
- Educational, employment, social, emotional and cultural competencies
- Community involvement
- Health and well-being
- A Moral compass

Our Youth Development Strategy involves instilling a sense of competence, usefulness, belonging and influence.

Our Core Program Areas include:

- Character and Leadership Development
- Education and Career Development
- Health and Life Skills
- The Arts
- Sports, Fitness and Recreation
- Technology

What is the Washington State Alliance of Boys & Girls Clubs?

- A separate 501 © 4 non-profit corporation (think of it as a “trade association) of Boys & Girls Clubs in the state
- Unites the independently operating Boys & Girls Clubs in the state of Washington
- Provides a mechanism for joint decision-making, communication, exchange of ideas, and cooperative action among Clubs in the state of Washington
- Promotes public awareness of youth development and challenges facing today’s youth
- Provides a mechanism for distribution of state funding to the member Clubs, and a liaison between the Clubs and the state

Why Are the Boys & Girls Clubs a good investment for the State of Washington?

- Boys & Girls Club programs tie directly into **helping the state achieve community goals**
- We **stretch state dollars through matching funding**, thereby easing state costs
- Boys & Girls Club partnerships **assist local communities in reaching educational goals in a highly cost-effective manner**
- As indicated above, youth in the Boys & Girls Clubs have fewer contacts with law enforcement, stay in school more often, and achieve better grades – all important benefits to our state, local communities and families.

**Our Strategic Vision For the Next 3 Years:**

Basic Themes:

- **Increase Club capacity:** Deepen our impact by having more kids, who visit the Clubs more often, participate in more programs, and stay longer
- **Programs with generation changing outcomes:** Special focus on educational enhancement, career preparation, and computer education
- **Planned, sustainable growth:** Bringing Boys & Girls Club services and facilities to new communities, emphasizing those youth who need us most. Our goals are to grow to 150 dedicated Clubhouses (plus our numerous other collaborative locations) in the state, serving 100,000 youth.

Sustainability:

- Every Club in the state of Washington is in need of **programmatic funding to sustain** computer labs, character building programs, staffing and training, and ongoing operations. We continue to be in a period of

rapid growth (based upon need and community demand) and sustaining our operations is a serious ongoing challenge.

- This need is especially critical in the area of **technology** – training, hardware, software, connectivity, and curriculum.
- Boys & Girls Clubs are a vital community element in **educational enhancement**, and our computer labs are “the great equalizer” for economically disadvantaged youth who do not have access to a computer at home. Educational programs such as Power Hour, Ultimate Journey, Project Learn, and Operation Connect all supplement and enrich the schooling experience for children and youth in grades K-12.

**Project Director Job Description  
DRAFT**

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**Title:** *Project Director, Washington State Alliance,  
Bill and Melinda Gates Foundation Grant*

**Supervisor:** **President, Washington State Alliance of Boys & Girls Clubs**

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**Job Summary:** Under the limited supervision of the President and the Board of Trustees of the Washington State Boys & Girls Clubs Alliance, the Project Director is responsible for the overall administration and management of the statewide project involving multiple sites across Washington State. Responsibilities include developing, managing and conducting training for Club staff related to implementing youth and technology programs. The goal of this initiative is to build the capacity of Clubs and Club staff to provide Club members with technological literacy skills, assuring they are positioned to compete successfully in the workplace of the new millennium. ***It is anticipated that this position will be needed for the three years covered by a grant from the Bill and Melinda Gates Foundation.***

**Qualifications**

**Education:** Bachelor's degree required.

**Experience:** Minimum of three years in the field of youth development or technology education; Boys & Girls Club Movement experience preferred.

**Skills:** Ability to develop and deliver training based on adult learning principles; knowledge of youth development principles and developmental characteristics; ability to plan, organize and manage complex initiatives; excellent verbal and written communication skills; non-profit organizational planning and budgeting; working knowledge of basic computer operation; interpersonal skill development and maintenance; capacity to contribute to and support a cross functional team; data analysis, record keeping and reporting; and ability to market to internal/external audiences and support marketing initiatives.

**Environmental/  
Working Conditions:** Normal internal office environment. Travel estimated at up to 50 percent in support of Washington Alliance organizations (can be up to 6-8 days or more in a month including some weekends, depending upon scheduling needs).

**Physical/Mental  
Requirements:**

High energy level, comfortable performing multi-faceted projects in conjunction with day-to-day activities; superior interpersonal and negotiation skills; ability to get along with diverse personalities; tactful; mature; flexible. Good reasoning abilities and sound judgment. Physical requirements include: sight, hearing, sitting for more than four hours each day and other physical requirements required to complete essential functions of the position.

**Duties/  
Responsibilities:**

- Assist in implementing training for Boys & Girls Club Professionals that enables them to effectively employ and utilize technology for youth programs.
- Assist with the scheduling and organizing of workshops for Youth Development and Management Professionals related to integrating and using technology to support and enhance Club programs.
- Assist in the delivery of specialized workshops and sessions at Youth Development Conferences, Administrative Conferences, National Conferences and other Club training events supporting the goals of this grant.
- Assure compliance with all Washington State regulations regarding fiscal management and reporting procedures.
- Conduct site visits and provide advice, support, and technical assistance.
- Establish and implement work processes that will support the goals and objectives of the program.
- Participate in all Washington Alliance and Technology Advisory Committee meetings and provide monthly financial and program reports.
- Participate and support all project committees.
- Implement appropriate evaluation process.
- Support and lead efforts to share learning from the project with the Boys & Girls Club Movement and with other non-profits in the State of Washington.
- Assist with other projects and assignments as requested by the Chief Professional Officer of the Boys & Girls Clubs of Snohomish County and the Board of Trustees of the Washington State Boys & Girls Clubs Alliance.
- Adhere to organizational policies and procedures as described by the Washington Alliance.

## **Dissemination Details**

Within the Boys & Girls Club Movement, information will be shared at three levels, including:

1. The quarterly State Alliance and State Association meetings.
2. The Pacific Regional Youth Development Conference and Administrative Conference.
3. BGCA's annual National Conference and Technology Conference. In addition, Club program materials developed will be made available to all 3,300 locations.

Externally, each participating organization will share information about the project locally through United Way Round Tables, Agency Associations and Community Forums.