



Formula for Impact Assessment

BCGA's **Formula for Impact** is a research-based theory of change that describes how individual Clubs and the Movement as a whole will increase our impact – *exponentially* – on the lives of young people of America, particularly those most in need. Each element of our Formula for Impact incorporates research into the ways that young people grow and thrive, as well as best practices and traditions of highly effective Clubs.

The **Formula for Impact Assessment** tool helps Clubs independently assess and improve the quality of their programming, as well as deepen their impact on the youth they serve. Clubs should use the Formula for Impact Assessment results:

- As a way to assess how well they are implementing the Formula for Impact and providing a well-rounded Club Experience for their members.
- To develop annual **Formula for Impact Action Plans** to guide staff in increasing the Club's impact on youth. The Formula for Impact Assessment process should be an essential component of the Club's annual planning process.

Each Boys & Girls Club is required to complete the Formula for Impact Assessment annually. As part of your regular program planning process, BCGA recommends that Clubs conduct the assessment at the same time each year and then enter results into the online tool by June 30 of each year. Please note that you can only complete the online assessment once per year, but each Club determines the time of year the assessment takes place.

NOTE: Completion of the Formula for Impact Assessment is an annual membership requirement for Clubs in good standing. **While Clubs are not required to complete the Formula for Impact Assessment online, it is recommended.** You can only complete the online assessment once per year.

To get the most out of the process, it is suggested that your Club follow the steps below:

BGCA's FORMULA FOR IMPACT ASSESSMENT SUGGESTED PROCESS

1. **Form a Formula for Impact Assessment Team.** Each Club/unit should put together a Formula for Impact Assessment Team. The team can be comprised of Club staff, board members, volunteers, community stakeholders and/or teen Club members. Choose one person (preferably the CPO or unit director) as team leader; this person will coordinate team meetings, lead the assessment process and follow up on the Formula for Impact Action Plan that results from the Formula for Impact Assessment process. A team should be made up of no more than eight participants to be most effective and manageable.
2. **Orient your Formula for Impact Assessment Team.** Supply all team members with a hard copy of the Formula for Impact Assessment document. Review the entire tool with the team, going over the topic areas, statements, practices and scoring statements. Set a date for the team to come together to complete the Formula for Impact Assessment; in the interim, instruct the team to spend time assessing Club practices, making notes when necessary. Team members should also be charged to bring all notes and other reference materials (program schedules, work plans, program evaluations, flyers, reports, optimal daily attendance, membership data, Club attendance data, basic outcomes data, program participation data, advanced outcomes data, etc.) to the assessment meeting.

3. **Complete the Formula for Impact Assessment as a team.** For each statement, ask your team members to share their impressions. Discuss all associated practices as a group and then agree upon a score for each statement. The rating (Developing, Operational, Advancing or Excelling) should take into consideration the Club's programs, practices and activities over the past 12 months. It should also assess the effectiveness of programs in reaching and having a positive impact on all populations served by the Club (i.e., boys and girls 12 and younger; boys and girls 13 to 18). If any population of your Club is underserved, your score should reflect this. Be sure to score each quality statement based on the definitions provided by the scoring statements.
4. **Submit the Formula for Impact Assessment for approval.** It is now time to complete the Formula for Impact Assessment online tool! Designate one individual from your Formula for Impact Assessment Team to enter your Club's scores into the online tool. Any staff person who works at an individual Boys & Girls Club and all CPOs can complete the online Formula for Impact Assessment. **However, only the CPO or his designee can approve.** Once approved, the document is electronically forwarded to BGCA's database. No changes can be made after your approval. Be sure that everyone's www.bgca.net user profile settings are updated properly before beginning. CPOs will automatically receive an e-mail when a Club has submitted their Formula for Impact Assessment scores for review. The CPO or his/her designee then has the option to "Review," "Update," "Accept" or "Reject" the Club's assessments. As part of your annual planning process **BGCA recommends that all Formula for Impact Assessments be completed no later than June 30 each year.**
5. **Develop your Club's Formula for Impact Action Plan.** After completing your Formula for Impact Assessment, utilize the Action Plan statements you drafted at the end of each topic area to create an action plan. This is an essential part of the assessment process; an action plan is vital to ensuring that the hard work your team has done to assessment your Club's impact is leveraged to allow the Club to have an even greater impact on the youth you serve. If your Club utilizes the online tool you will be able to access custom reports, as well as a formatted version of your assessment and use that information to develop an action plan for the coming year.

When used correctly, the Formula for Impact Assessment can be particularly helpful for orienting new staff and volunteers to the Formula for Impact and the importance of implementing an outcome-driven Club Experience. It can also be used as a road map that helps create a vision of the outcome-driven Club Experience that can motivate staff to work as a team to ensure that all members go on to have great futures.

Scoring your Formula for Impact Assessment:

The Formula for Impact Assessment is organized based on the Formula for Impact and is divided into five topic areas. Each topic area has a **series of statements** that describe the elements of a thriving organization. Each statement has a corresponding **set of practices** and **scoring statements**. The sets of practices represent proven strategies that have enhanced the implementation of each statement at a Club. The scoring statements guide the team in determining the degree to which each statement was incorporated in day-to-day operations during the previous year:

- **Developing:** The Club is not fully meeting the potential of the statement.
- **Operational:** The Club has grown to a satisfactory level of operation that meets the elements of the statement.
- **Advancing:** The Club has an above-average level of success in achieving the statement. The Club strives to excel.
- **Excelling:** The Club has achieved a superior level of success for the statement. In doing so, the Club sets the example for other Clubs and organizations.

For each **statement** determine which **scoring statement** represents your Club's current status. Each **scoring statement** has a corresponding numeric score outlined in the chart below. Enter your numeric score for each **statement** on the scoring sheet at the end of each section. The average of your **statement** scores will be your Club's score for the topic area. For example an average score of 2.5 in the topic area of Five Key Elements will place your Club in the Operational level in this topic area.

Rating Scale Descriptions

Score	Stage	Description	Score Stage Ranges
4	Excelling	Demonstrates innovation and creativity in delivery of services.	3.75 - 4.00
3	Advancing	Is above average in the delivery of services.	3.00 - 3.74
2	Operational	Satisfactorily meets criteria outlined in the quality statement.	2.00 - 2.99
1	Developing	Basic level of implementation; needs additional work and training.	1.00 - 1.99

GREAT FUTURES START HERE
FORMULA FOR
IMPACT

**YOUNG PEOPLE
 WHO NEED US MOST**



**OUTCOME-DRIVEN
 CLUB EXPERIENCE**



PRIORITY OUTCOMES



**FIVE KEY ELEMENTS
 FOR POSITIVE YOUTH DEVELOPMENT**

•
**HIGH-YIELD
 ACTIVITIES**

•
**TARGETED
 PROGRAMS**

•
**REGULAR
 ATTENDANCE**



Graduate from high school ready for college, trade school, military or employment



Be an engaged citizen involved in the community, register to vote and model strong character



Adopt a healthy diet, practice healthy lifestyle choices and make a lifelong commitment to fitness



Formula for Impact Assessment

General Instructions: How to Use this Document

Check off all the practices that your Club provides within each statement. Check your selected scoring statement corresponding to each statement. At the end of each section is a scoring summary for which you must also enter an action plan for that topic area. The last page of the Formula for Impact Assessment provides you with a summary score sheet and a consolidated action plan; print this action plan and use it for strategic planning purposes throughout the year. For additional information on completing your Formula for Impact Assessment, refer to the accompanying How-to Guide.

Note: If your Club is located in an elementary school or in a military facility that only serves children ages 12 and under, there are two statements you will not answer – HYA5 and RA8 (these are shaded blue in this document). Your score for these topic areas will not factor in these statements. Scoring instructions are provided at the end of each section.

TOPIC: FIVE KEY ELEMENTS FOR POSITIVE YOUTH DEVELOPMENT (KEY)

The Club is a safe haven where members feel physically and emotionally secure at all times. The Club facility, staff and program offerings create a welcoming, positive environment that allows members to engage in play, enjoy their recreational time, and be eager to come to the Club. Every young person feels connected to one or more adults and has friendships with peers. Club staff and programs consistently communicate the expectation that every child and teen has the potential to excel, be great, be productive and succeed at the Club and in life. The Club encourages, fosters and nourishes the dreams and aspirations of every member and provides opportunities for youth to realize these expectations. The Club takes every opportunity to recognize and validate the achievements and accomplishments of members.

STATEMENT	PRACTICES	SCORING
<p style="text-align: center;">KEY1</p> <p>A safe, positive environment that supports Academic Success, Good Character & Citizenship, and Healthy Lifestyles has been built throughout the entire Club. (Safety)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The Club has clearly-defined, written and posted organizational policies for how members enter and exit the building. There is a control area or desk staffed by a responsible adult who checks all members in and out. <input type="checkbox"/> Policies and procedures are in place to ensure that all members and parents understand and meet the Club's behavior expectations. Club orientation is required for new members and encouraged for parents. Orientation covers behavior expectations, programming opportunities, expectations for member success and volunteer opportunities, and also includes a facility tour, introduction of staff and connection with active Club members. <input type="checkbox"/> Staff members, volunteers and junior staff are easily identifiable with name tags or staff shirts. <input type="checkbox"/> Each activity or area in use is under continual adult supervision with the recommended ratio of adult staff and volunteers to members. All program areas are well supervised, and have safe and proper equipment and space available for all age levels during Club hours of operation. <input type="checkbox"/> Facilities and equipment are first-class (clean, bright, in good repair, relevant, up to date) 	<ul style="list-style-type: none"> <input type="checkbox"/> Developing: The Club is clean and safe, has adequate supervision and a means of control of access to and from the building. <input type="checkbox"/> Operational: Established, written policies and procedures are in place. All staff have been trained in basic safety and emergency procedures. <input type="checkbox"/> Advancing: Club meets Operational statement and consistently implements five or more of the practices. <input type="checkbox"/> Excelling: Consistently implements all practices and provides added value through local practices.

	<p>and representative of the input and interests of members), well-ventilated and lit, with emergency procedures posted and first aid kits accessible.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Staff are aware of the Club's atmosphere and members' safety on a consistent basis. Staff are trained to foresee potential threats and handle emergency situations as outlined in the organization's policies and procedures manual. <input type="checkbox"/> Members swipe their membership card or otherwise check in upon arrival and out upon departure. 	
<p style="text-align: center;">KEY2</p> <p>A safe, positive environment that supports Academic Success, Good Character & Citizenship, and Healthy Lifestyles has been built throughout the entire Club. (Positive environment)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Staff and volunteers greet every member and parent enthusiastically, using his or her first name as soon as he or she enters the Club or program area. <input type="checkbox"/> Entrance is decorated and welcoming and provides a good first impression of the Club. <input type="checkbox"/> The facility is friendly and vibrant with numerous bulletin boards that are colorful and current and appeal to each age group, including teens. Walls and bulletin boards in every program area are filled with material that supports recognition and Club values. Display items are at member eye level. Material is kept current and relevant. <input type="checkbox"/> The Club helps establish an expectation of school success, high school graduation and college attendance and begins to work toward these outcomes with members beginning at age six. <input type="checkbox"/> The Club has adopted health and wellness policies that encourage increased fruit and vegetable intake, including vending policies which limit opportunities for consumption of high-fat and sugary foods. These messages, in which healthy practices are highlighted with members, are reinforced via the physical environment and modeled by staff and volunteers. <input type="checkbox"/> The importance of good character and volunteer service is reinforced among members of all ages. The importance of civility and tolerance are emphasized on bulletin boards and posters. <input type="checkbox"/> Every member is provided opportunities to feel a sense of belonging, usefulness, competence and influence. <input type="checkbox"/> The Club fosters programs and activities that help to unite military and traditional Club members, including a mentor or sponsorship program for newly relocated military youth served. 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Developing</u>: The Club staff and volunteers are welcoming to youth, parents and visitors and people are greeted promptly upon arrival. <input type="checkbox"/> <u>Operational</u>: The Club environment throughout the building is attractive to all age groups. <input type="checkbox"/> <u>Advancing</u>: Club meets Operational statement and consistently implements six or more of the practices. <input type="checkbox"/> <u>Excelling</u>: Consistently implements all practices and provides added value through local practices.
<p style="text-align: center;">KEY3</p> <p>The Club maintains a focus on fun for members of all ages.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> All Club programs are developed with fun in mind. Creative activities, games and contests are built into programs to ensure maximum excitement. <input type="checkbox"/> The Club has programs and activities in all five Core Program Areas (Character & Leadership Development, Education & Career Development, Health & Life Skills, The Arts, and Sports, Fitness & Recreation). <input type="checkbox"/> State-of-the-art technology (including computers, video cameras and audio technologies) is available for all members. <input type="checkbox"/> Members have opportunities to participate in a variety of activities and programs based 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Developing</u>: Staff members implement activities and programs exactly as prescribed; there are no modifications to attract or retain the interest of young people. <input type="checkbox"/> <u>Operational</u>: There is at least one staff member who champions fun activities. All staff members have a ready supply of "on-the-spot" fun games. <input type="checkbox"/> <u>Advancing</u>: Club meets Operational statement

	<p>on their interests and input.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Teens spearhead the development and implementation of programs and activities that are in touch with their specific interests and needs. <input type="checkbox"/> The infusion of fun, interest-based activities into all program areas is discussed in regularly-scheduled staff meetings. 	<p>and consistently implements three or more of the practices.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Excelling: Consistently implements all practices and provides added value through local practices.
<p style="text-align: center;">KEY4</p> <p>The Club encourages the development of supportive relationships, not only between members and caring adults, but peer-to-peer as well.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Club staff convey warmth, closeness, caring and proper guidance in their ongoing interactions with members, demonstrating responsiveness and connectedness and creating the basis for positive attachment. <input type="checkbox"/> Staff help members successfully transition from elementary to middle school and from middle school into high school. Club members are supported during their transition to the teen program. <input type="checkbox"/> Club staff use relationships with members to emphasize and model the importance of engaging in regular daily physical exercise. <input type="checkbox"/> Positive, developmentally appropriate guidance is provided to help members recognize their responsibility for good behavior and the importance of modeling good character. <input type="checkbox"/> Staff are trained and available to provide informal guidance in problem solving, conflict resolution, decision making and goal setting. <input type="checkbox"/> There are program spaces in the Club arranged to encourage quiet reflection, small-group conversations and safe interactions with staff and volunteers. <input type="checkbox"/> The Club supports the development of positive friendships with peers for all members. <input type="checkbox"/> Every member has a staff person at the Club they can go to for help, who serves as his or her mentor/emotional support. <input type="checkbox"/> Club staff assist with transitions and relocations to ensure school and Club connectedness. 	<ul style="list-style-type: none"> <input type="checkbox"/> Developing: Staff are hired and their performance is reviewed based in part on their ability to create a warm and caring environment and interact with members of all ages in a positive way. <input type="checkbox"/> Operational: The Club is intentional in its approach to fostering positive relationships between staff and youth as well as peer-to-peer, including staff training in guidance and relationship-building. <input type="checkbox"/> Advancing: Club meets Operational statement and consistently implements five or more of the practices. <input type="checkbox"/> Excelling: Consistently implements all practices and provides added value through local practices.
<p style="text-align: center;">KEY5</p> <p>The Club provides opportunities for all members to be actively engaged in the Club Experience and sets high expectations.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Club leadership has a high expectation that the Club will always provide the best possible experience for members. Staff believe in the ability of every youth to succeed and that everything the Club does will be world-class while incorporating the needs and interests of members. <input type="checkbox"/> The Club has high expectations for members' academic success, high school graduation, post-secondary education and career plans. These expectations are communicated through all programs and relationships. <input type="checkbox"/> Staff consistently express high expectations for all members' character, leadership, health, wellness and avoidance of risk behaviors. All members are expected to be good citizens of the Club, the community and the world. <input type="checkbox"/> The Club provides a variety of opportunities for physical activities that promote aerobic capacity and strengthen muscles and bones to enhance health and wellness. <input type="checkbox"/> The Club experience for teens is developmentally appropriate and significantly different 	<ul style="list-style-type: none"> <input type="checkbox"/> Developing: All staff communicate the expectation to members that they will succeed in life. <input type="checkbox"/> Operational: The Club has specific processes in place that communicate high expectations for members' Academic Success, Good Character & Citizenship, Healthy Lifestyle choices, and provide opportunities for youth to expand their horizons through field trips, programs and activities. <input type="checkbox"/> Advancing: Club meets Operational statement and consistently implements five or more of the practices. <input type="checkbox"/> Excelling: Consistently implements all practices

	<p>from that of younger members; it emphasizes more privileges, responsibility, greater input and ownership. Younger members aspire to move up to participation in teen programming.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Teen members have visible leadership roles throughout the Club. <input type="checkbox"/> The Club has an active junior staff program that members aspire to join. <input type="checkbox"/> The Club offers a good balance of targeted programs, other programs that meet needs and interests of the members in the five Core Program areas, and high-yield activities. 	<p>and provides added value through local practices.</p>
<p style="text-align: center;">KEY6</p> <p>The Club offers recognition for members – both formally and informally – for their successes and accomplishments.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Staff know members' names, personal situations and interests -- what excites them. They continually support, acknowledge and affirm members. <input type="checkbox"/> Each member has a Club membership card printed with his or her name and membership number. The card is used to gain entry to the building and for participation in Club programs. <input type="checkbox"/> Staff seek every opportunity to recognize the participation, achievements and accomplishments of every member both formally and informally. <input type="checkbox"/> Every member's work and achievements are prominently displayed throughout the Club and the community, creating a setting in which youth feel that what they do is important and appreciated. <input type="checkbox"/> There are established practices in place to acknowledge members who display good behavior. <input type="checkbox"/> The Club participates in the President's Volunteer Service Awards program. 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Developing</u>: Members have a membership card and Club staff know all youth by name. <input type="checkbox"/> <u>Operational</u>: Club meets Developing statement and members' work and achievements are displayed throughout the Club. <input type="checkbox"/> <u>Advancing</u>: Club meets Operational statement and consistently implements four or more of the practices. <input type="checkbox"/> <u>Excelling</u>: Consistently implements all practices and provides added value through local practices.

SCORING: FIVE KEY ELEMENTS FOR POSITIVE YOUTH DEVELOPMENT (KEY)

KEY1_____

KEY2_____

KEY3_____

KEY4_____

KEY5_____

KEY6_____

Total Key Elements average score:_____

Scoring category_____

(Sum of KEY scores divided by 6)

Action plan for this topic area (Select a few statements from this topic area on which your Club needs to focus over the next year; use this information to build your comprehensive Formula for Impact Action Plan.)

TOPIC: HIGH-YIELD ACTIVITIES (HYA)

The Club integrates high-yield activities designed to provide youth with fun experiences every day that are hands-on, outcome-driven, interactive and intentionally develop knowledge or skills – “fun with a purpose” – into every area of the Club. For example, members gain new knowledge or skills or reinforce those skills learned in school; experience new ways to apply knowledge already gained; engage in creative expressions; test their own solutions to real-world issues; and/or work in groups to achieve a goal.

STATEMENT	PRACTICES	SCORING
<p style="text-align: center;">HYA1</p> <p>The Club puts a significant focus on providing high-yield activities that are fun throughout all areas of the Club.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> High-yield activities are implemented throughout the Club 25-30 hours per week. (Activities can be simultaneous; in other words, three high-yield activities can be going on in different areas of the Club at the same time, totaling three hours of high-yield activities accrued simultaneously.) <input type="checkbox"/> Outcome-driven activities promote reading, writing, math and science skills. <input type="checkbox"/> Outcome-driven activities promote the rights and responsibilities of citizens. <input type="checkbox"/> All Club members are engaged in quarterly volunteer service activity through BGCA's Year of Service. <input type="checkbox"/> The Club provides activities from which youth learn to use the decision-making process and/or role play to help them deal responsibly with real-life situations. Youth have opportunities to discuss feelings and pressures that affect them and to learn effective ways of dealing with stress. <input type="checkbox"/> The Club has a planning process to ensure that high-yield activities are available for all ages of youth served at the Club. 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Developing</u>: Fun, high-yield activities are restricted to the gymnasium and the Gamesroom. <input type="checkbox"/> <u>Operational</u>: Fun, high-yield activities have been scheduled for all areas of the Club including the learning center, and are discussed in the regular staff meeting. <input type="checkbox"/> <u>Advancing</u>: Club meets Operational statement and consistently implements four or more of the practices. <input type="checkbox"/> <u>Excelling</u>: Consistently implements all practices and provides added value through local practices.
<p style="text-align: center;">HYA2</p> <p>The Club has a rotating schedule of activities specific to program areas that are balanced between high-yield and “just for fun.” Activity schedules are posted on bulletin boards and announcements are engaging, clear and emphasize a predictable routine.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The entrance to the Club contains a large display indicating the events of the day and the week and promoting upcoming programs, activities and events. <input type="checkbox"/> The entrance to each program area displays the schedule for the day and the week and promotes upcoming new programs and events. <input type="checkbox"/> Upcoming programs and events are promoted throughout the Club. <input type="checkbox"/> All staff promote participation in new programs and Club events. <input type="checkbox"/> Club members play a significant role in creating displays. 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Developing</u>: It is difficult to determine the schedule of the Club. <input type="checkbox"/> <u>Operational</u>: Schedules are displayed at entrance to the Club. <input type="checkbox"/> <u>Advancing</u>: Club meets Operational statement and consistently implements three or more of the practices. <input type="checkbox"/> <u>Excelling</u>: Club is exceptional at all practices; displays are unusually creative and attractive and members have significant involvement in creating them.

<p style="text-align: center;">HYA3</p> <p>The Club offers a variety of engaging opportunities throughout the Club at all times, including frequent, exciting, spontaneous, on-the-spot fun activities, special events and field trips for every age group.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> All staff conduct fun and meaningful age-appropriate activities in all areas of the Club throughout the calendar year. <input type="checkbox"/> Staff members are able to create “on-the-spot” fun activities. Staff members have a ready supply of easy “on-the-spot” games. These activities and games include a high-yield component that create learning without eliminating fun. <input type="checkbox"/> Staff members not only implement an activity, but go out of their way to make it a unique experience for young people. <input type="checkbox"/> Lock-ins, parties, cookouts and other special events and experiences are provided to youth and teens. These events have themes that create opportunities for the inclusion of high-yield activities. <input type="checkbox"/> The Club has a planning process to ensure that on-the-spot activities, special events and field trips are available for all ages of youth served at the Club. 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Developing</u>: Club provides a periodic basic level of high-yield activities. <input type="checkbox"/> <u>Operational</u>: Club consistently implements at least two of the practices. <input type="checkbox"/> <u>Advancing</u>: Club meets the Operational statement and consistently implements at least three of the practices. <input type="checkbox"/> <u>Excelling</u>: Consistently implements all practices and provides added value through local practices.
<p style="text-align: center;">HYA4</p> <p>The Club offers outcome-driven activities in all three priority outcome areas (Academic Success, Good Character & Citizenship and Healthy Lifestyles).</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Staff members are familiar with the associated indicators and outcomes for each priority outcome area. <input type="checkbox"/> Staff plan activities that are focused on increasing positive outcomes for youth through program implementation. <input type="checkbox"/> Staff members plan activities together to increase outcomes in more than one impact area and cross-promote activities in other impact areas. <input type="checkbox"/> Staff members ensure that outcome-driven activities keep an emphasis on fun to encourage member engagement. <input type="checkbox"/> Staff members use assessments to evaluate the results of outcome-driven activities. 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Developing</u>: Club offers activities sometime during the year in all three outcome areas. <input type="checkbox"/> <u>Operational</u>: Club consistently implements at least two of the practices. <input type="checkbox"/> <u>Advancing</u>: Club meets the Operational statement and consistently implements at least three of the practices. <input type="checkbox"/> <u>Excelling</u>: Consistently implements all practices and provides added value through local practices.
<p style="text-align: center;">HYA5</p> <p>The Club highly values providing service to significant numbers of teens. Teens spearhead the development and implementation of activities that are both fun and aligned with their specific needs and interests.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> There is space in which teens can relax, and teens feel safe hanging out in the Club. <input type="checkbox"/> Club regularly offers large-scale special events to attract new teen members (dances, lock-ins, parties, barbecues, etc.). <input type="checkbox"/> Surveys of teens are conducted periodically to determine both their needs and their interests. <input type="checkbox"/> Teen activities are developmentally appropriate based upon two distinct age categories: 13 to 15 and 16 to 18. <input type="checkbox"/> Age-appropriate teen activities are offered in each Core Program area weekly. <input type="checkbox"/> Teen centers are less structured than program areas for ages 6 to 12, but staff provide supervision. 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Developing</u>: Club provides basic services to teens. <input type="checkbox"/> <u>Operational</u>: Club meets the Developing statement and consistently implements at least two of the practices <input type="checkbox"/> <u>Advancing</u>: Club meets the Operational statement and consistently implements at least three of the practices. <input type="checkbox"/> <u>Excelling</u>: Consistently implements all practices and provides added value through local practices.

SCORING: HIGH-YIELD ACTIVITIES (HYA)

HYA1 _____

HYA2 _____

HYA3 _____

HYA4 _____

HYA5 _____

Total High-Yield Activities average score: _____ Scoring category _____

(Sum of HYA scores divided by 5)

(Note: If your Club is located in an elementary school or in a military facility that only serves children ages 12 and under, you would not answer HYA5, therefore you would only divide the sum of your HYA scores by 4)

Action plan for this topic area (Select a few statements from this topic area on which your Club needs to focus over the next year; use this information to build your comprehensive Formula for Impact Action Plan.)

TOPIC: TARGETED PROGRAMS (TPR)

Clubs must offer a range of targeted programs – those that are intentionally designed and chosen to help members achieve priority outcomes. Effective targeted programs are planned; are designed to achieve stated goals and objectives; are conducted for a specific audience; are conducted over a specific period of time; use specific delivery methods; and measure and evaluate the extent to which participants achieve goals and objectives.

STATEMENT	PRACTICES	SCORING
<p style="text-align: center;">TPR1</p> <p>The Club implements a wide range of programs, including those designed and tested by Boys & Girls Clubs of America at the national level as well as those created locally, that promote Academic Success for all members.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Significant importance is placed on homework completion within the Club and is encouraged, recognized and rewarded. Power Hour is run at a minimum Monday through Thursday for 6-12 year olds, and teens have a dedicated place and resources to do their homework. <input type="checkbox"/> Struggling members are targeted and involved in a summer learning-loss prevention program that focuses on skill building in reading and math. <input type="checkbox"/> Middle school and high school members who are demonstrating early warning signs of dropping out of school are identified and provided with support. Tutoring is provided for those members who need extra help. <input type="checkbox"/> Staff implement a wide range of arts programs for all members of the Club to help them develop creative thinking and problem-solving skills. <input type="checkbox"/> The Club monitors academic credit accrual in high school to help ensure on-time graduation. <input type="checkbox"/> The Club monitors progress reports for younger members to ensure on-time grade progression. <input type="checkbox"/> The Club offers technology programs that build skills and further members' interest. <input type="checkbox"/> The Club runs a college readiness program that provides members of all ages the opportunity to visit college campuses, connects them with mentors or tutors who are college students, and otherwise creates an expectation of future post-secondary education. <input type="checkbox"/> The Club uses CareerLaunch to prepare teen members for the world of work. <input type="checkbox"/> The Club provides services to youth through partnerships with schools and other organizations. 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Developing</u>: Few Academic Success and Career Development program opportunities are available to members. <input type="checkbox"/> <u>Operational</u>: Diverse programs and activities comprise an appealing Academic Success and Career Development program that meets the interests and needs of all members throughout the year. <input type="checkbox"/> <u>Advancing</u>: Club meets Operational statement and consistently implements seven or more of the practices. <input type="checkbox"/> <u>Excelling</u>: Club consistently implements all practices and provides added value through local practices.
<p style="text-align: center;">TPR2</p> <p>Programs, activities, conversations and display materials are designed to be outcome-driven to address age-specific milestones/indicators in the area of Academic Success.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> All members are on track to graduate high school with a plan for after graduation that focuses on career or post-secondary education. <input type="checkbox"/> Data used to calculate these Academic Success indicators are collected and stored in a web-enabled membership management system. <p><u>Basic Indicators:</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> For members in elementary school the Club has programs, activities, and an environment that addresses on-time grade progression. 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Developing</u>: Club may have programs addressing the basic indicators but does not track them. <input type="checkbox"/> <u>Operational</u>: Club has programs that address the basic indicators and tracks them in a web-enabled membership management system. <input type="checkbox"/> <u>Advancing</u>: Club meets Operational statement and has programs that address the advanced indicators but does not track them.

	<ul style="list-style-type: none"> <input type="checkbox"/> For members in middle school the Club has programs, activities, and an environment that addresses on-time grade progression and expectations of academic success. <input type="checkbox"/> For members in high school the Club has programs, activities and an environment that addresses on-time grade progression, expectations of academic success, high school graduation, and part-time or seasonal work experience. <p><u>Advanced Indicators:</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> For members in elementary school the Club has programs, activities, and an environment that addresses school attendance, reading/math proficiency, and prevention of summer learning loss. <input type="checkbox"/> For members in middle school the Club has programs, activities, and an environment that addresses school attendance, reading and math proficiency, and prevention of summer learning loss. <input type="checkbox"/> For members in high school the Club has programs, activities and an environment that addresses school attendance and on-time academic credit accumulation. 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Excelling:</u> Club consistently implements all practices and has programs that address both the basic and advanced indicators and tracks them in a web-enabled member management system.
<p style="text-align: center;">TPR3</p> <p>The Club implements a wide range of programs, including those designed and tested by Boys & Girls Clubs of America at the national level as well as those created locally, that promote Good Character & Citizenship for all members.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> All members are engaged in BGCA's Youth for Unity program to promote the importance of tolerance and civility. <input type="checkbox"/> Members are engaged in local and/or national programs that emphasize service-learning principles and support good character. <input type="checkbox"/> Club members participate in Torch Club, Keystoning, and Youth of the Year to learn democratic procedures and decision-making skills. <input type="checkbox"/> Club staff create expectations that every member give back to their Club and community. <input type="checkbox"/> There are opportunities in place that provide every member with an opportunity to give back to the Club and their community, such as participation in the Year of Service Initiative. <input type="checkbox"/> Members' service-learning/volunteer hours are registered and tracked through the President's Volunteer Service Awards program. <input type="checkbox"/> The Club serves at-risk youth and engages them in targeted prevention programs and activities. 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Developing:</u> Few program opportunities focusing on Good Character & Citizenship are available to members. Members' participation in service opportunities are not organized and tracked. <input type="checkbox"/> <u>Operational:</u> Diverse programs comprise an appealing Good Character & Citizenship program that meets the needs and interests of all members throughout the year. <input type="checkbox"/> <u>Advancing:</u> Club meets Operational statement and consistently implements five or more of the practices. <input type="checkbox"/> <u>Excelling:</u> Club consistently implements all practices and provides added value through local practices.
<p style="text-align: center;">TPR4</p> <p>Programs, activities, conversations and display materials are designed to be outcome-driven to address age-specific milestones/indicators in the area of Good Character & Citizenship.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Staff model and members are encouraged to demonstrate Good Character & Citizenship. <input type="checkbox"/> Data used to calculate Good Character & Citizenship indicators are collected and stored in a web-enabled membership management system. <p><u>Basic Indicators (there are no Advanced Indicators in this area):</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> For members in elementary school the Club has programs, activities, and an environment that promotes contributing to one's Club and community. <input type="checkbox"/> For members in middle school the Club has programs, activities, and an environment that promotes contributing to one's Club and community, avoidance of involvement with the juvenile justice system, and the acquisition of conflict resolution skills. 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Developing:</u> The Club fosters Good Character & Citizenship. Club may have programs addressing the basic indicators but does not track them. <input type="checkbox"/> <u>Operational:</u> Club has programs that address the basic indicators and tracks them in a web-enabled membership management system. <input type="checkbox"/> <u>Advancing:</u> Club meets Operational statement and has programs that address the advanced indicators but does not track them. <input type="checkbox"/> <u>Excelling:</u> Club consistently implements all

	<input type="checkbox"/> For members in high school the Club has programs, activities and an environment that promotes contributing to one's Club and community, avoidance of involvement with the juvenile justice system , and the acquisition of conflict resolution skills .	practices and has programs that address both the basic and advanced indicators and tracks them in a web-enabled member management system.
<p style="text-align: center;">TPR5</p> <p>The Club implements a wide range of programs, including those designed and tested by Boys & Girls Clubs of America at the national level as well as those created locally, that promote Healthy Lifestyles for all members.</p>	<input type="checkbox"/> All Club members have opportunities to engage in daily physical activity, including BGCA's Triple Play Daily Challenges and the MLB WANNA PLAY? program. <input type="checkbox"/> Members are engaged in programs such as Triple Play Healthy Habits that increase their nutritional awareness and support positive behavioral change. <input type="checkbox"/> Members are involved in programs such as SMART Moves, SMART Girls and Passport to Manhood that develop their skills to resist alcohol, tobacco and other drug use as well as premature sexual activity. <input type="checkbox"/> The Club has created ways to cultivate peer leaders who can help promote and support Healthy Lifestyles programs, such as chartering a Triple Play Sports Club.	<input type="checkbox"/> <u>Developing</u> : Few program opportunities promoting Healthy Lifestyles are available to members. <input type="checkbox"/> <u>Operational</u> : Appealing and diverse programs and activities promote Healthy Lifestyles and meet the interests and needs of all members throughout the year. <input type="checkbox"/> <u>Advancing</u> : Club meets Operational statement and consistently implements three or more of the practices. <input type="checkbox"/> <u>Excelling</u> : Club consistently implements all practices and provides added value through local practices.
<p style="text-align: center;">TPR6</p> <p>Programs, activities, conversations and display materials are designed to be outcome-driven to address age-specific milestones/indicators in the area of Healthy Lifestyles.</p>	<input type="checkbox"/> Club partners with other community agencies and resources on healthy lifestyle educational sessions or special events such as health fairs to provide Club members and their families with resources to make healthy lifestyle choices. <input type="checkbox"/> Data used to calculate healthy lifestyles indicators are collected and stored in a web-enabled membership management system. <u>Basic Indicators:</u> <input type="checkbox"/> For members in elementary school the Club has programs, activities, and an environment that promotes regular physical activity and good nutrition . <input type="checkbox"/> For members in middle school the Club has programs, activities, and an environment that promotes regular physical activity, good nutrition and avoidance of risky behaviors . <input type="checkbox"/> For members in high school the Club has programs, activities and an environment that promotes regular physical activity, good nutrition and avoidance of risky behaviors . <u>Advanced Indicators:</u> <input type="checkbox"/> For members in elementary school the Club has programs, activities, and an environment that promotes physical fitness . <input type="checkbox"/> For members in middle school the Club has programs, activities, and an environment that promotes physical fitness . <input type="checkbox"/> For members in high school the Club has programs, activities and an environment that promotes physical fitness .	<input type="checkbox"/> <u>Developing</u> : Club may have programs addressing the basic indicators but does not track them. <input type="checkbox"/> <u>Operational</u> : Club has programs that address the basic indicators and tracks them in a web-enabled membership management system. <input type="checkbox"/> <u>Advancing</u> : Club meets Operational statement and has programs that address the advanced indicators but does not track them. <input type="checkbox"/> <u>Excelling</u> : Club consistently implements all practices and has programs that address both the basic and advanced indicators and tracks them in a web-enabled member management system.

<p style="text-align: center;">TPR7</p> <p>Members who need special attention or targeted help are identified and assisted.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The Club has a plan for identifying youth who need special attention or targeted help and securing support for them either within the Club or externally. <input type="checkbox"/> Club staff have developed community partnerships that can provide additional support to youth and their families. <input type="checkbox"/> The Club provides services to high-risk youth. <input type="checkbox"/> Formal or informal mentoring is provided to youth who would most benefit. <input type="checkbox"/> Club staff advocate in the community on issues that particularly impact Club members. <input type="checkbox"/> The Club reaches out on a regular basis to parents/guardians to develop a targeted, consistent and collaborative approach to members' special needs. 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Developing</u>: All members are treated the same, with no specific effort to determine or address special needs or reach out to higher-risk youth. <input type="checkbox"/> <u>Operational</u>: Club staff are alert to members' needs and provide informal mentoring or referrals to secure assistance. <input type="checkbox"/> <u>Advancing</u>: Club meets Operational statement and consistently implements four or more of the practices. <input type="checkbox"/> <u>Excelling</u>: Club consistently implements all practices and provides added value through local practices.
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SCORING: TARGETED PROGRAMS (TPR)

TPR1 _____

TPR2 _____

TPR3 _____

TPR4 _____

TPR5 _____

TPR6 _____

TPR7 _____

Total Targeted Programs average score: _____
(sum of TPR scores divided by 7)

Scoring category _____

Action plan for this topic area (Select a few statements from this topic area on which your Club needs to focus over the next year; use this information to build your comprehensive Formula for Impact Action Plan.)

TOPIC: REGULAR ATTENDANCE (RA)

The Club has intentional practices designed to attract and retain members of all ages; increase average daily attendance and the number of times per year each member attends; increase member tenure; and operate at facility and regulatory capacity.

STATEMENTS	PRACTICES	SCORING
<p style="text-align: center;">RA1</p> <p>The Club employs strategies that ensure services are targeted toward and provided for youth who need services most.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Club dues and fees are reasonable and are not a deterrent for those with the least financial resources to join. <input type="checkbox"/> An annual community assessment is conducted to identify areas of un-served or under-served youth. <input type="checkbox"/> A written outreach plan is developed to recruit youth to join the Club. <input type="checkbox"/> A special effort is focused on attracting and serving youth who are at higher risk. 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Developing</u>: Club fees are set at affordable, standard levels. <input type="checkbox"/> <u>Operational</u>: Club regularly conducts a community assessment; dues and fees are low to attract all youth. <input type="checkbox"/> <u>Advancing</u>: Club develops written outreach plans based upon an annual community assessment and has a sliding scale for those less financially able. <input type="checkbox"/> <u>Excelling</u>: Club meets Advancing statement and targets at-risk youth to join, providing membership scholarships for the neediest youth.
<p style="text-align: center;">RA2</p> <p>The Club's hours of operation reflect community needs.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The Club sets and monitors capacity regularly and ensures sufficient numbers of staff and volunteers relative to established ratios. <input type="checkbox"/> Except for those Clubs in settings where the hours of operation are controlled by an external entity, the facility expands hours on non-school days such as teacher preparation days. <input type="checkbox"/> The Club is open with a full complement of activities and programs until 7:00 pm or later on weekdays. <input type="checkbox"/> Except for those Clubs in settings where the hours of operation are controlled by an external entity, the Club has conducted an assessment of the need for operations later in the evening and on weekends and has developed a plan to move in that direction or has hours that already reflect the community's needs. <input type="checkbox"/> The Club stays open later for teens on a consistent basis. 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Developing</u>: Club is open until 6:00 p.m. Monday through Friday with no consistent extended evening or weekend hours; safe staff-to-child ratios are present at all times. <input type="checkbox"/> <u>Operational</u>: Club expands hours on weekdays on which schools are closed (holidays, teacher workdays, etc.) and at least one evening per week. <input type="checkbox"/> <u>Advancing</u>: Club closes at 7:00 p.m. or later five nights a week, has extended hours specifically for teens, and is open at other hours for special events. <input type="checkbox"/> <u>Excelling</u>: Club has conducted a community needs assessment relating to hours of operation and has extended hours each weeknight as well as consistent weekend hours.

<p style="text-align: center;">RA3</p> <p>The Club consistently operates at capacity based on available space and hours of operation.</p>	<p>Using the information below, calculate your Club's Optimal Daily Attendance, which is based on your Club's capacity as determined by Club square footage:</p> <p>Optimal Daily Attendance Formula: Less than 2,500 square feet: divide by 40 or (SF/40) 2,500-10,000 square feet: divide by 55 or (SF/55) 10,000-20,000 square feet: divide by 75 or (SF/75) 20,000-30,000 square feet divide by 85 or (SF/85) More than 30,000 square feet divide by 95 or (SF/95)</p> <p>Once you have your optimal daily attendance and you know how many youth your Club can serve each day, use your membership data to determine your Club's average daily attendance for the past year.</p> <p>Now, using the percentages provided in the scoring statements, determine whether your Club is Developing, Operational, Advancing or Excelling at operating at capacity.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Developing</u>: Club is operating at less than 70% of its optimal daily attendance. <input type="checkbox"/> <u>Operational</u>: Club is operating between 70% - 90% of its optimal daily attendance. <input type="checkbox"/> <u>Advancing</u>: Club is operating between 90% - 120% of its optimal daily attendance. <input type="checkbox"/> <u>Excelling</u>: Club is operating above 120% of its optimal daily attendance. 										
<p style="text-align: center;">RA4</p> <p>Age-appropriate programming is offered to meet the needs and interests of all youth and teens in an effort to increase attendance and retention.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Membership tracking is used by the organization to identify youth who stop coming so efforts can be made to bring them back into participation. <input type="checkbox"/> The Club tracks program participation to determine patterns in attendance and target increases in participation. <input type="checkbox"/> The Club implements age-appropriate national and local programming in all priority outcome areas. <input type="checkbox"/> The Club expects high levels of participation and recognizes members for their participation. <input type="checkbox"/> Fun is emphasized in Club programming so that youth and teens are more likely to engage longer and more frequently in Club programs. <input type="checkbox"/> Members who stop participating or attending are contacted in an effort to encourage them to return. 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Developing</u>: Club offers programs for all ages. <input type="checkbox"/> <u>Operational</u>: Club has an emphasis on fun in all Club programs, across all age groups. <input type="checkbox"/> <u>Advancing</u>: Club meets Operational statement and consistently implements four or more of the practices. <input type="checkbox"/> <u>Excelling</u>: Club meets Advancing statement and consistently implements all of the practices. 										
<p style="text-align: center;">RA5</p> <p>Club-level Attendance Data – Year-to-Year Comparison of Annual Visits</p>	<p>Compare your Club's data for annual member visits (measured by the percentage of members who attend at least 52 times per year) compared to the previous year:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;"></th> <th style="width: 15%;">Developing</th> <th style="width: 15%;">Operational</th> <th style="width: 15%;">Advancing</th> <th style="width: 15%;">Excelling</th> </tr> </thead> <tbody> <tr> <td>Percent of registered members who attend 52 -104 days</td> <td>No increase over previous year</td> <td>Up to 2.50% increase over previous year</td> <td>2.5% - 5% increase over previous year</td> <td>>5% increase over previous year</td> </tr> </tbody> </table>		Developing	Operational	Advancing	Excelling	Percent of registered members who attend 52 -104 days	No increase over previous year	Up to 2.50% increase over previous year	2.5% - 5% increase over previous year	>5% increase over previous year	<p>Use the scoring provided in the Practices column to determine your Club's score:</p> <ul style="list-style-type: none"> <input type="checkbox"/> <u>Developing</u> <input type="checkbox"/> <u>Operational</u> <input type="checkbox"/> <u>Advancing</u> <input type="checkbox"/> <u>Excelling</u>
	Developing	Operational	Advancing	Excelling								
Percent of registered members who attend 52 -104 days	No increase over previous year	Up to 2.50% increase over previous year	2.5% - 5% increase over previous year	>5% increase over previous year								

<p style="text-align: center;">RA6</p> <p>Club-level Attendance Data – Member Retention</p>	<p>Use your Club's data to determine the percentage of youth who have been registered members for 2 years or more:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;">Percent of registered members who have attended:</th> <th style="width: 15%;">Developing</th> <th style="width: 15%;">Operational</th> <th style="width: 15%;">Advancing</th> <th style="width: 15%;">Excelling</th> </tr> </thead> <tbody> <tr> <td>2 or more years</td> <td style="text-align: center;">25%</td> <td style="text-align: center;">34%</td> <td style="text-align: center;">43%</td> <td style="text-align: center;">50%</td> </tr> </tbody> </table>	Percent of registered members who have attended:	Developing	Operational	Advancing	Excelling	2 or more years	25%	34%	43%	50%	<p>Use the percentages provided in the Practices column to determine your Club's score:</p> <p><input type="checkbox"/> <u>Developing</u></p> <p><input type="checkbox"/> <u>Operational</u></p> <p><input type="checkbox"/> <u>Advancing</u></p> <p><input type="checkbox"/> <u>Excelling</u></p>
Percent of registered members who have attended:	Developing	Operational	Advancing	Excelling								
2 or more years	25%	34%	43%	50%								
<p style="text-align: center;">RA7</p> <p>The Club has made member recruitment part of its overall attendance strategy and follows a written outreach plan with yearly goals for registering new members.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Members are encouraged to bring their friends to the Club for a complimentary visit and to attend special events. <input type="checkbox"/> Parents, school officials and community leaders are regularly informed of the benefits of membership. <input type="checkbox"/> The Club develops relationships with other youth-serving agencies, juvenile justice/probation officers, social service representatives and community-based organizations that refer youth to the Club, or could do so. <input type="checkbox"/> Membership is recruited through Club special events and local community partners. <input type="checkbox"/> Print materials are developed to inform parents and other constituents of the benefits of membership in an effort to recruit non-member youth to join. <input type="checkbox"/> The Club is able to provide scholarships to youth and families in need of Club services. <input type="checkbox"/> The Club has strategies in place to convert youth served through community outreach into members. 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Developing</u>: Club attracts membership through word of mouth. <input type="checkbox"/> <u>Operational</u>: Club conducts an annual membership drive and consistently implements three or more of the practices. <input type="checkbox"/> <u>Advancing</u>: Club meets Operational statement plus consistently implements five or more of the practices. <input type="checkbox"/> <u>Excelling</u>: Club meets Advancing statement plus consistently implements all of the practices. 										
<p style="text-align: center;">RA8</p> <p>The Club provides dedicated space, program time and resources to promote teen attendance, participation and retention.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Teens have separate space within the larger Club or use the Club space at a different time than younger members, so they can feel a sense of ownership and that their needs and interests have value. <input type="checkbox"/> The Club has committed dedicated staff for service to teens. Staff members actively recruit teens into their Club. <input type="checkbox"/> The Club has dedicated resources for teens. Club decor and furnishings are appealing and appropriate for teens, with input from teens themselves. <input type="checkbox"/> Surveys or focus groups are conducted with teens in the community in and outside of the Club to ensure programs meet teens' needs and reflect their interests. <input type="checkbox"/> The Club's annual budget for teen programming reflects its commitment to serving teens. <input type="checkbox"/> Teen programs that appeal to the Club's unique membership base are offered. Staff schedule a variety of attractive programs targeted for teens. Club welcomes and invites teen input on new programs. Teens have input regarding what activities they would like to do while at the Club and are able to make choices between multiple options (e.g., between the Gamesroom and art). <input type="checkbox"/> The Club is visually "teen-friendly." Teens' accomplishments, pictures and artwork are displayed throughout the Club, as well as posters and supplies relating to their interests. 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Developing</u>: The Club may have dedicated hours and a small annual budget for its teen programming. Club programming consists mostly of socializing and "free time". <input type="checkbox"/> <u>Operational</u>: The Club has dedicated program hours or space as well as an annual budget for teen programs that reflects a commitment to serve significant numbers of teens. <input type="checkbox"/> <u>Advancing</u>: Club meets Operational statement and consistently implements six or more of the practices. <input type="checkbox"/> <u>Excelling</u>: Club consistently implements all practices and provides added value through local practices. 										

The Club is purposeful in its attempts to retain teen members through high school.

SCORING: REGULAR ATTENDANCE (RA)

RA1 _____

RA2 _____

RA3 _____

RA4 _____

RA5 _____

RA6 _____

RA7 _____

RA8 _____

Total Regular Attendance average score: _____

Scoring category _____

(sum of RA scores divided by 8)

(Note: If your Club is located in an elementary school or in a military facility that only serves children ages 12 and under, you would not answer RA8, therefore you would only divide the sum of your RA scores by 8)

Action plan for this topic area (Select a few statements from this topic area on which your Club needs to focus over the next year; use this information to build your comprehensive Formula for Impact Action Plan.)

TOPIC: PLANNING AND OUTCOME MEASUREMENT (POM)

Implementing a measurement strategy will help Clubs assess their impact – in other words, the extent to which members are achieving priority outcomes – and will allow Clubs to determine how effectively they are implementing the Club Experience.

STATEMENTS	PRACTICES	SCORING
<p style="text-align: center;">POM1</p> <p>The Club has adopted, implemented and is measuring the Formula for Impact.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Club's CPO and executive staff have participated in a Formula for Impact training and can clearly articulate the Formula for Impact and its goals. <input type="checkbox"/> Club's board has been introduced to the Formula for Impact, understands the model and has adopted the Formula for Impact for the organization. <input type="checkbox"/> Club staff (Unit Directors, Youth Development Professionals) have participated in a Formula for Impact training and can clearly articulate the Formula for Impact and its goals and can explain the implications for their job on a day-to-day basis. <input type="checkbox"/> Club volunteers are exposed to the Formula for Impact and its goals, and are taught what the implications are for their role within the Club and youth. <input type="checkbox"/> The Club is engaged in measuring the Formula for Impact, is connected to the Impact Database, and administers the annual National Outcomes Survey. 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Developing</u>: Club has introduced the Formula for Impact to executive staff and board, and it has been adopted. <input type="checkbox"/> <u>Operational</u>: Club has adopted the Formula for Impact, and executive staff and board have received training on how to implement it. All Club staff have been introduced to the Formula for Impact. Club works to collect data to measure the Formula for Impact. <input type="checkbox"/> <u>Advancing</u>: Club has adopted the Formula for Impact, and board members have been trained and can clearly articulate the model. All Club staff have received training for the Formula for Impact, and incorporate this into their daily practices. Club collects data to measure the Formula for Impact, is connected to the Impact Database and administers the National Outcomes Survey annually. <input type="checkbox"/> <u>Excelling</u>: All board members, executive staff and youth development professionals have participated in a Formula for Impact training and understand the day-to-day implications for how this affects their role in the Club and what this means for youth. Club collects data to measure the Formula for Impact, is connected to the Impact Database and administers the National Outcomes Survey annually. Club volunteers are exposed to the Formula for Impact and understand what this means for their role within the Club and for youth.
<p style="text-align: center;">POM2</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Membership data such as demographics, household information, and school information are collected for all members. 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Developing</u>: Club regularly collects membership data for all members.

<p>Club staff <u>collect</u> membership information, attendance information, program participation data, and basic and advanced indicator data to support a comprehensive measurement strategy.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Attendance data, including daily visits and length of stay, are collected for all members. <input type="checkbox"/> Basic indicator data are collected in each of the three priority outcome areas: Academic Success, Good Character & Citizenship, and Healthy Lifestyles. <input type="checkbox"/> Program participation data are collected for specific local and national programs. <input type="checkbox"/> Advanced indicator data are collected in each of the three priority outcome areas: Academic Success, Good Character & Citizenship, and Healthy Lifestyles. 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Operational</u>: Club regularly collects membership data and attendance data for all members. <input type="checkbox"/> <u>Advancing</u>: Club regularly collects membership and attendance data for all members; basic indicator data in each priority outcome area is collected. <input type="checkbox"/> <u>Excelling</u>: Club regularly collects membership and attendance data for all members; basic and advanced indicator data in each priority outcome area is collected. Local and national program participation is collected.
<p style="text-align: center;">POM3</p> <p>Club staff <u>store and review</u> membership information, attendance information, program participation data, and basic and advanced indicator data to support a comprehensive measurement strategy.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The Club is using a member management system to store key data, such as membership information, attendance information, program participation data and basic and advanced indicator data. <input type="checkbox"/> The Club's member management system is web-enabled. <input type="checkbox"/> Data is stored on an individual basis from which reports can be pulled, rather than simply as Club totals. <input type="checkbox"/> Most Club staff have been trained about the importance of accurately and consistently entering data into the member management system. <input type="checkbox"/> Club regularly reviews member data to check for accuracy, timeliness and completeness and to identify and eliminate duplicate member entries. 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Developing</u>: Club is using an electronic member management system to store key data. <input type="checkbox"/> <u>Operational</u>: Club's member management system is web-enabled; membership information and attendance data is stored on an individual basis. Some staff have been trained in accurately and consistently entering data into the system. <input type="checkbox"/> <u>Advancing</u>: Membership, attendance and basic indicator information is stored on an individual basis in Club's web-enabled member management system. Most staff have been trained in accurately and consistently entering data into the system. Club regularly reviews data to eliminate redundancies. <input type="checkbox"/> <u>Excelling</u>: Membership, attendance, basic and advanced indicator data and program participation data are stored on an individual basis in Club's web-enabled member management system. All staff have been trained in accurately and consistently entering data into the system. Club regularly reviews data to eliminate redundancies and to check for accuracy, timeliness and completeness.

<p style="text-align: center;">POM4</p> <p>Club staff regularly use Impact Reports and reports contained in an electronic membership management system for strategic and tactical purposes.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Data is collected and reported on a regular and consistent basis; BGCA will aggregate the information into the Impact Database to provide Club with an Impact Report. <input type="checkbox"/> Club uses the Impact Report findings to make management and programmatic decisions. <input type="checkbox"/> Club shares the Impact Report findings with staff and board to communicate the Club's progress on outcomes and to show how the Club is benchmarking across the Movement. <input type="checkbox"/> Club creates and reviews its measurement plan and makes adjustments as needed to enhance the quality of programming at the Club. <input type="checkbox"/> Club reviews the data to infer the quality of Club programming and makes adjustments as needed to enhance the quality of programming at the Club. 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Developing</u>: The Club regularly collects data and stores it in an electronic member management system. <input type="checkbox"/> <u>Operational</u>: The Club receives Impact Reports based on data stores in their web-enabled member management system and shares the findings with staff and board. Makes adjustments to programming based on Impact Reports. <input type="checkbox"/> <u>Advancing</u>: Impact Reports are regularly shared with all staff and board. Programming is adjusted and management decisions are made based on the Impact Reports. <input type="checkbox"/> <u>Excelling</u>: All staff and board use the Impact Reports to compare their progress and benchmark Club against the rest of the Movement. Regular adjustments to programming and operations are made based on the reports; program quality is adjusted as well. Club's measurement strategy is adjusted based on the Impact Reports.
<p style="text-align: center;">POM5</p> <p>The Club develops and implements a plan for strategic partnerships that strengthens Club operations and provides support to and resources for members and their families.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> The Club has established a strong partnership with schools to identify and support struggling students, conduct joint programming, and share resources and data. <input type="checkbox"/> Parents are seen as partners. They are encouraged to be involved in all aspects of the Club program and are invited to participate in specific family activities and as volunteers. The Club builds strong partnerships with parents to engage and support the entire family. <input type="checkbox"/> The Club builds strong strategic partnerships with community resources that can expand the Club's ability to assist parents by providing services that support the family. <input type="checkbox"/> Resources from community partners such as dental screenings, vision services and food banks have been leveraged to support members' health and wellness. 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Developing</u>: Club provides orientation to parents of new members and welcomes parents into the Club at all times. <input type="checkbox"/> <u>Operational</u>: Club has developed strong partnerships that engage both parents and schools. <input type="checkbox"/> <u>Advancing</u>: Club meets Operational statement and consistently implements three or more of the practices. <input type="checkbox"/> <u>Excelling</u>: Club consistently implements all practices and provides added value through local practices.

POM6

The Club has an annual program plan and objectives tied to organizational mission, strategic initiatives and goals. The plan ensures that there is a range of activities in all five Core Program areas (Character & Leadership Development, Education & Career Development, Health & Life Skills, The Arts, and Sports, Fitness & Recreation) and Specialized Initiatives, providing opportunities for skill and character development for youth of all ages. Program participation is tracked.

- All program staff are trained in the basics of program planning and implementation.
- Programs meeting the needs and interests of each age group are designed and offered.
- Programs in each of the five Core Program areas are offered weekly.
- Gender-inclusive programming is planned and incorporated into the daily, weekly, monthly and yearly program.
- Daily and weekly program schedules are prominently posted in each program area.
- Program schedules are adjusted and planned for holidays, school vacations and summer.
- The Club conducts an annual assessment of the needs and interests of the youth and the community.
- Opportunities exist for members to participate in planning, developing and evaluating programs.
- There is at least an informal assessment of Club programs and activities.
- Staff collect and store program attendance in an electronic member management system.

- Developing: Little time is spent planning the overall Club program. Program staff do not work together to develop a comprehensive program.
- Operational: Staff meet regularly and work together to develop a daily, weekly, monthly and yearly program calendar that ensures a range of activities in all five Core Program areas for all age groups.
- Advancing: Club meets Operational statement and consistently implements seven or more of the practices.
- Excelling: Club consistently implements all practices and provides added value through local practices.

SCORING: PLANNING & OUTCOME MEASUREMENT (POM)

POM1 _____

POM2 _____

POM3 _____

POM4 _____

POM5 _____

POM6 _____

Total Outcome Measurement average score: _____
(sum of POM scores divided by 6)

Scoring category _____

Action plan for this topic area (Select a few statements from this topic area on which your Club needs to focus over the next year; use this information to build your comprehensive Formula for Impact Action Plan.)

ACTION PLAN

SCORING RECAP:	Score	Category			Score	Category
Key Elements (KEY)	_____	_____		Regular Attendance (RA)	_____	_____
High-Yield Activities (HYA)	_____	_____		Planning & Outcome Measurement (POM)	_____	_____
Targeted Programs (TPR)	_____	_____				

ACTION PLAN RECAP:

KEY
HYA
TPR
RA
POM