

ENVELOPE POSTED MARK

Form **990**

Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

▶ The organization may have to use a copy of this return to satisfy state reporting requirements

OMB No. 1545-0047

2006

Open to Public Inspection

A For the **2006** calendar year, or tax year beginning **2006**, and ending

B Check if applicable:
☐ Address change
☐ Name change
☐ Initial return
☐ Final return
☐ Amended return
☐ Application pending

C Name of organization
BOYS & GIRLS CLUBS OF AMERICA
 Number and street (or P O box if mail is not delivered to street address) Room/suite
1275 PEACHTREE STREET, N.E.
 City or town, state or country, and ZIP + 4
ATLANTA, GA 30309-3506

D Employer identification number
13-5562976
E Telephone number
(404) 815-5700
F Accounting method ☐ Cash ☒ Accrual
 Other (specify) ▶

• Section 501(c)(3) organizations and 4947(a)(1) nonexempt charitable trusts must attach a completed Schedule A (Form 990 or 990-EZ).

H and I are not applicable to section 527 organizations

H(a) Is this a group return for affiliates? ☐ Yes ☒ No

H(b) If "Yes," enter number of affiliates ▶

H(c) Are all affiliates included? (If "No," attach a list. See instructions.) ☐ Yes ☒ No

H(d) Is this a separate return filed by an organization covered by a group ruling? ☐ Yes ☒ No

I Group Exemption Number ▶

M Check ☐ if the organization is not required to attach Sch B (Form 990, 990-EZ, or 990-PF)

G Website: ▶ **WWW.BGCA.ORG**

J Organization type (check only one) ☒ 501(c) (03) ◀ (insert no) 4947(a)(1) or 527

K Check here ☐ if the organization is not a 509(a)(3) supporting organization and its gross receipts are normally not more than \$25,000. A return is not required, but if the organization chooses to file a return, be sure to file a complete return

L Gross receipts. Add lines 6b, 8b, 9b, and 10b to line 12 ▶ **268,666,665.**

Part I Revenue, Expenses, and Changes in Net Assets or Fund Balances (See the instructions)

1 Contributions, gifts, grants, and similar amounts received				
a Contributions to donor advised funds	1a			
b Direct public support (not included on line 1a)	1b	54,320,059.		
c Indirect public support (not included on line 1a)	1c			
d Government contributions (grants) (not included on line 1a)	1d	83,839,472.		
e Total (add lines 1a through 1d) (cash \$ 137,057,995. noncash \$ 1,101,536.)	1e		138,159,531.	
2 Program service revenue including government fees and contracts (from Part VII, line 93)	2			
3 Membership dues and assessments	3	STMT. 2.	5,702,565.	
4 Interest on savings and temporary cash investments	4	STMT. 3.	414,963.	
5 Dividends and interest from securities	5	STMT. 4.	4,248,988.	
6 a Gross rents	6a	1,377,336.		
b Less rental expenses	6b	857,209.		
c Net rental income or (loss). Subtract line 6b from line 6a	6c		520,127.	
7 Other investment income (describe ▶)	7			
8 a Gross amount from sales of assets other than inventory	(A) Securities	108,120,436.	(B) Other	8a 8,558,777.
b Less cost or other basis and sales expenses		95,915,150.		8b 3,777,139.
c Gain or (loss) (attach schedule)		12,205,286.		8c 4,781,638.
d Net gain or (loss). Combine line 8c, columns (A) and (B)	8d		16,986,924.	
9 Special events and activities (attach schedule). If any amount is from gaming, check here <input type="checkbox"/>				
a Gross revenue (not including \$ 6,530,440. of STMT 5 contributions reported on line 1b)	9a	452,375.		
b Less direct expenses other than fundraising expenses	9b	1,348,270.		
c Net income or (loss) from special events. Subtract line 9b from line 9a	9c		-895,895.	
10 a Gross sales of inventory, less returns and allowances	10a			
b Less cost of goods sold	10b			
c Gross profit or (loss) from sales of inventory (attach schedule). Subtract line 10b from line 10a	10c			
11 Other revenue (from Part VII, line 103)	11		1,631,694.	
12 Total revenue. Add lines 1e, 2, 3, 4, 5, 6c, 7, 8d, 9c, 10c, and 11	12		166,768,897.	
13 Program services (from line 44, column (B))	13		125,883,064.	
14 Management and general (from line 44, column (C))	14		14,482,536.	
15 Fundraising (from line 44, column (D))	15		4,359,356.	
16 Payments to affiliates (attach schedule)	16			
17 Total expenses. Add lines 16 and 44, column (A)	17		144,724,956.	
18 Excess or (deficit) for the year. Subtract line 17 from line 12	18		22,043,941.	
19 Net assets or fund balances at beginning of year (from line 73, column (A))	19		282,941,590.	
20 Other changes in net assets or fund balances (attach explanation)	20	STMT. 7.	23,354,086.	
21 Net assets or fund balances at end of year. Combine lines 18, 19, and 20	21		328,339,617.	

For Privacy Act and Paperwork Reduction Act Notice, see the separate instructions.

Form **990** (2006)

Part II Statement of Functional Expenses

All organizations must complete column (A) Columns (B), (C), and (D) are required for section 501(c)(3) and (4) organizations and section 4947(a)(1) nonexempt charitable trusts but optional for others (See the instructions)

Do not include amounts reported on line 6b, 8b, 9b, 10b, or 16 of Part I	(A) Total	(B) Program services	(C) Management and general	(D) Fundraising
22a Grants paid from donor advised funds (attach schedule) (cash \$ _____ noncash \$ _____) If this amount includes foreign grants, check here <input type="checkbox"/>	22a			
22b Other grants and allocations (attach schedule) (cash \$ 83,334,833. noncash \$ NONE) If this amount includes foreign grants, check here <input type="checkbox"/>	22b 83,334,833.	83,334,833.		
23 Specific assistance to individuals (attach schedule)	23			
24 Benefits paid to or for members (attach schedule)	24			
25a Compensation of current officers, directors, key employees, etc listed in Part V-A (attach schedule)	25a 972,908.		972,908.	
b Compensation of former officers, directors, key employees, etc listed in Part V-B (attach schedule)	25b 228,580.		228,580.	
c Compensation and other distributions, not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) (attach schedule)	25c			
26 Salaries and wages of employees not included on lines 25a, b, and c	26 25,933,413.	16,601,468.	6,557,484.	2,774,461.
27 Pension plan contributions not included on lines 25a, b, and c	27 1,974,450.	1,228,187.	541,007.	205,256.
28 Employee benefits not included on lines 25a - 27	28 4,526,145.	3,319,832.	916,489.	289,824.
29 Payroll taxes	29 1,781,996.	1,159,120.	445,667.	177,209.
30 Professional fundraising fees	30			
31 Accounting fees	31			
32 Legal fees	32			
33 Supplies	33 2,042,180.	1,829,235.	124,249.	88,696.
34 Telephone	34 869,198.	647,476.	159,122.	62,600.
35 Postage and shipping	35 1,085,076.	837,590.	212,526.	34,960.
36 Occupancy	36 2,225,301.	1,799,865.	345,125.	80,311.
37 Equipment rental and maintenance	37			
38 Printing and publications	38 1,953,497.	1,635,822.	262,162.	55,513.
39 Travel	39 4,640,889.	3,905,590.	419,451.	315,848.
40 Conferences, conventions, and meetings	40 2,928,649.	2,645,811.	247,168.	35,670.
41 Interest	41 405,521.	100,394.	305,127.	NONE
42 Depreciation, depletion, etc (attach schedule)	42 785,880.	496,644.	239,854.	49,382.
43 Other expenses not covered above (itemize)				
a CONTRACTUAL SERVICES	43a 7,298,673.	5,350,165.	1,841,501.	107,007.
b MEMBERSHIP DUES	43b 110,322.	35,466.	70,401.	4,455.
c SUPPLY SERVICE EXPENSE	43c 658,084.	658,084.	NONE	NONE
d MISCELLANEOUS	43d 969,361.	297,482.	593,715.	78,164.
e _____	43e			
f _____	43f			
g _____	43g			
44 Total functional expenses. Add lines 22a through 43g (Organizations completing columns (B)-(D), carry these totals to lines 13-15).	44 144,724,956.	125,883,064.	14,482,536.	4,359,356.

Joint Costs. Check ☐ if you are following SOP 98-2Are any joint costs from a combined educational campaign and fundraising solicitation reported in (B) Program services? ☐ Yes ☒ No

If "Yes," enter (i) the aggregate amount of these joint costs \$ _____, (ii) the amount allocated to Program services \$ _____,

(iii) the amount allocated to Management and general \$ _____, and (iv) the amount allocated to Fundraising \$ _____

Part III Statement of Program Service Accomplishments (See the instructions)

Form 990 is available for public inspection and, for some people, serves as the primary or sole source of information about a particular organization. How the public perceives an organization in such cases may be determined by the information presented on its return. Therefore, please make sure the return is complete and accurate and fully describes, in Part III, the organization's programs and accomplishments.

What is the organization's primary exempt purpose? **SEE STATEMENT 9**

All organizations must describe their exempt purpose achievements in a clear and concise manner. State the number of clients served, publications issued, etc. Discuss achievements that are not measurable (Section 501(c)(3) and (4) organizations and 4947(a)(1) nonexempt charitable trusts must also enter the amount of grants and allocations to others.)

Program Service Expenses
(Required for 501(c)(3) and (4) orgs., and 4947(a)(1) trusts, but optional for others.)

a ON-SITE ASSISTANCE TO MEMBER CLUBS AND ESTABLISHMENT OF NEW CLUBS.

(Grants and allocations \$ 71,076,200.) If this amount includes foreign grants, check here ☐

94,613,497.

b LEADERSHIP TRAINING, DEVELOPMENT AND SUPPORT OF YOUTH PROGRAMS.

(Grants and allocations \$ 12,258,633.) If this amount includes foreign grants, check here ☐

31,269,567.

c _____

(Grants and allocations \$ _____) If this amount includes foreign grants, check here ☐

d _____

(Grants and allocations \$ _____) If this amount includes foreign grants, check here ☐

e Other program services (attach schedule)

(Grants and allocations \$ _____) If this amount includes foreign grants, check here ☐




f **Total of Program Service Expenses** (should equal line 44, column (B), Program services) **125,883,064.**




Form **990** (2006)

Part IV Balance Sheets (See the instructions.)**Note:** Where required, attached schedules and amounts within the description column should be for end-of-year amounts only

		(A) Beginning of year		(B) End of year
Assets	45 Cash - non-interest-bearing		45	
	46 Savings and temporary cash investments	10,248,988.	46	2,904,037.
	47a Accounts receivable	47a 8,826,243.		
	b Less allowance for doubtful accounts	47b NONE	8,317,403.	47c 8,826,243.
	48a Pledges receivable	48a 40,567,925.		
	b Less allowance for doubtful accounts	48b 709,880.	44,700,616.	48c 39,858,045.
	49 Grants receivable		49	
	50a Receivables from current and former officers, directors, trustees, and key employees (attach schedule).		50a	
	b Receivables from other disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) (attach schedule)		50b	
	51a Other notes and loans receivable (attach schedule)	51a		
	b Less allowance for doubtful accounts	51b		51c
	52 Inventories for sale or use	255,882.	52	267,550.
	53 Prepaid expenses and deferred charges	566,136.	53	915,994.
	54a Investments - publicly-traded securities STMT 10 <input type="checkbox"/> Cost <input checked="" type="checkbox"/> FMV		54a	135,129,640.
	b Investments - other securities (attach schedule) <input type="checkbox"/> Cost <input checked="" type="checkbox"/> FMV	220,409,904.	54b	133,355,743.
55a Investments - land, buildings, and equipment basis STMT 11	55a			
b Less accumulated depreciation (attach schedule)	55b		55c	
56 Investments - other (attach schedule)		56		
57a Land, buildings, and equipment basis	57a 33,865,368.			
b Less accumulated depreciation (attach schedule)	57b 3,366,233.	28,148,938.	57c 30,499,135.	
58 Other assets, including program-related investments (describe STMT 12)	15,679,449.	58	16,796,939.	
59 Total assets (must equal line 74) Add lines 45 through 58	328,327,316.	59	368,553,326.	
Liabilities	60 Accounts payable and accrued expenses	17,894,024.	60	15,110,468.
	61 Grants payable		61	
	62 Deferred revenue		62	
	63 Loans from officers, directors, trustees, and key employees (attach schedule)		63	
	64a Tax-exempt bond liabilities (attach schedule)		64a	
	b Mortgages and other notes payable (attach schedule)		64b	
	65 Other liabilities (describe STMT 13)	27,491,702.	65	25,103,241.
66 Total liabilities. Add lines 60 through 65	45,385,726.	66	40,213,709.	
Net Assets or Fund Balances	Organizations that follow SFAS 117, check here <input checked="" type="checkbox"/> and complete lines 67 through 69 and lines 73 and 74			
	67 Unrestricted	142,932,576.	67	188,339,247.
	68 Temporarily restricted	106,705,905.	68	106,566,761.
	69 Permanently restricted	33,303,109.	69	33,433,609.
	Organizations that do not follow SFAS 117, check here <input type="checkbox"/> and complete lines 70 through 74			
	70 Capital stock, trust principal, or current funds		70	
	71 Paid-in or capital surplus, or land, building, and equipment fund		71	
	72 Retained earnings, endowment, accumulated income, or other funds		72	
	73 Total net assets or fund balances (add lines 67 through 69 or lines 70 through 72 (Column (A) must equal line 19 and column (B) must equal line 21)	282,941,590.	73	328,339,617.
	74 Total liabilities and net assets/fund balances. Add lines 66 and 73	328,327,316.	74	368,553,326.

	Yes	No
--	-----	----

		
75b	X	

		
75c		X

---	---	---

75d	X	
-----	---	--

Part V-B Former Officers, Directors, Trustees, and Key Employees That Received Compensation or Other Benefits

[illegible]**Part VI Other Information (See the instructions)**

76 Did the organization make a change in its activities or methods of conducting activities? If "Yes," attach a detailed statement of each change	76		X
---	----	--	---

77 Were any changes made in the organizing or governing documents but not reported to the IRS?	77	X	
If "Yes," attach a conformed copy of the changes			

78a Did the organization have unrelated business gross income of \$1,000 or more during the year covered by this return?	78a	X
---	------------	---

b If "Yes," has it filed a tax return on Form 990-T for this year?	78b	X	
--	-----	---	--

79	Was there a liquidation, dissolution, termination, or substantial contraction during the year? If "Yes," attach a statement	79	X
----	---	----	---

80a	Is the organization related (other than by association with a statewide or nationwide organization) through common membership, governing bodies, trustees, officers, etc., to any other exempt or nonexempt organization?	80a	X	
-----	---	-----	---	--

b If "Yes," enter the name of the organization STMT 26

----- and check whether it is ☒ exempt or ☐ nonexempt

81a Enter direct and indirect political expenditures (See line 81 instructions)	81a	NONE			
--	------------	------	--	--	--

b	Did the organization file Form 1120-POL for this year?	81b	X
---	--	-----	---

Part VI Other Information (continued)

		Yes	No
82a	Did the organization receive donated services or the use of materials, equipment, or facilities at no charge or at substantially less than fair rental value?		X
b	If "Yes," you may indicate the value of these items here. Do not include this amount as revenue in Part I or as an expense in Part II. (See instructions in Part III).		
82b	N/A		
83a	Did the organization comply with the public inspection requirements for returns and exemption applications?	X	
b	Did the organization comply with the disclosure requirements relating to <i>quid pro quo</i> contributions?	X	
83b			
84a	Did the organization solicit any contributions or gifts that were not tax deductible?		X
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		
84b	N/A		
85	501(c)(4), (5), or (6) organizations a Were substantially all dues nondeductible by members?	N/A	
b	Did the organization make only in-house lobbying expenditures of \$2,000 or less?	N/A	
	If "Yes" was answered to either 85a or 85b, do not complete 85c through 85h below unless the organization received a waiver for proxy tax owed for the prior year.		
c	Dues, assessments, and similar amounts from members	N/A	
85c			
d	Section 162(e) lobbying and political expenditures	N/A	
85d			
e	Aggregate nondeductible amount of section 6033(e)(1)(A) dues notices	N/A	
85e			
f	Taxable amount of lobbying and political expenditures (line 85d less 85e)	N/A	
85f			
g	Does the organization elect to pay the section 6033(e) tax on the amount on line 85f?	N/A	
85g			
h	If section 6033(e)(1)(A) dues notices were sent, does the organization agree to add the amount on line 85f to its reasonable estimate of dues allocable to nondeductible lobbying and political expenditures for the following tax year?	N/A	
85h			
86	501(c)(7) orgs Enter a Initiation fees and capital contributions included on line 12	N/A	
86a			
b	Gross receipts, included on line 12, for public use of club facilities	N/A	
86b			
87	501(c)(12) orgs Enter a Gross income from members or shareholders	N/A	
87a			
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them)	N/A	
87b			
88b	At any time during the year, did the organization own a 50% or greater interest in a taxable corporation or partnership, or an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? If "Yes," complete Part IX		X
b	At any time during the year, did the organization, directly or indirectly, own a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Part XI		X
88b			
89a	501(c)(3) organizations Enter Amount of tax imposed on the organization during the year under section 4911 <u>N/A</u> , section 4912 <u>N/A</u> , section 4955 <u>N/A</u>		
b	501(c)(3) and 501(c)(4) orgs Did the organization engage in any section 4958 excess benefit transaction during the year or did it become aware of an excess benefit transaction from a prior year? If "Yes," attach a statement explaining each transaction		X
89b			
c	Enter Amount of tax imposed on the organization managers or disqualified persons during the year under sections 4912, 4955, and 4958	N/A	
d	Enter Amount of tax on line 89c, above, reimbursed by the organization	N/A	
e	All organizations At any time during the tax year, was the organization a party to a prohibited tax shelter transaction?		X
89e			
f	All organizations Did the organization acquire a direct or indirect interest in any applicable insurance contract?		X
89f			
g	For supporting organizations and sponsoring organizations maintaining donor advised funds Did the supporting organization, or a fund maintained by a sponsoring organization, have excess business holdings at any time during the year?		X
89g			
90a	List the states with which a copy of this return is filed <u>SEE STATEMENT 31</u>		
b	Number of employees employed in the pay period that includes March 12, 2006 (See instructions)	90b	376
91a	The books are in care of <u>ANAND S. MEHTA</u> Telephone no <u>(404) 487-5713</u>		
	Located at <u>1275 PEACHTREE STREET NE ATLANTA, GA</u> ZIP + 4 <u>30309-3506</u>		

b At any time during the calendar year, did the organization have an interest in or a signature or other authority over a financial account in a foreign country (such as a bank account, securities account, or other financial account)?

If "Yes," enter the name of the foreign country

See the instructions for exceptions and filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts

	Yes	No
91b		X

Part VI Other Information (continued)

Yes No

c At any time during the calendar year, did the organization maintain an office outside of the United States? 91c ☐ ☒

If "Yes," enter the name of the foreign country ▶

92 Section 4947(a)(1) nonexempt charitable trusts filing Form 990 in lieu of Form 1041 - Check here ☐
and enter the amount of tax-exempt interest received or accrued during the tax year . . . ▶ 92 N/A**Part VII Analysis of Income-Producing Activities (See the instructions)**

Note: Enter gross amounts unless otherwise indicated

	Unrelated business income		Excluded by section 512, 513, or 514		(E) Related or exempt function income
	(A) Business code	(B) Amount	(C) Exclusion code	(D) Amount	
93 Program service revenue					
a					
b					
c					
d					
e					
f Medicare/Medicaid payments					
g Fees and contracts from government agencies					
94 Membership dues and assessments					5,702,565.
95 Interest on savings and temporary cash investments			14	414,963.	
96 Dividends and interest from securities			14	4,248,988.	
97 Net rental income or (loss) from real estate					
a debt-financed property	532000	718,950.	16	-198,823.	
b not debt-financed property					
98 Net rental income or (loss) from personal property					
99 Other investment income					
100 Gain or (loss) from sales of assets other than inventory			18	16,986,924.	
101 Net income or (loss) from special events			01	-895,895.	
102 Gross profit or (loss) from sales of inventory					
103 Other revenue a					
b ROYALTY INCOME			15	117,377.	
c SUPPLY SERVICE					961,781.
d MISCELLANEOUS REV.	525990	79,433.			473,103.
e					
104 Subtotal (add columns (B), (D), and (E))		798,383.		20,673,534.	7,137,449.
105 Total (add line 104, columns (B), (D), and (E)) ▶					28,609,366.

Note: Line 105 plus line 1e, Part I, should equal the amount on line 12, Part I

Part VIII Relationship of Activities to the Accomplishment of Exempt Purposes (See the instructions)

Line No.	Explain how each activity for which income is reported in column (E) of Part VII contributed importantly to the accomplishment of the organization's exempt purposes (other than by providing funds for such purposes)
▼	STMT 32

Part IX Information Regarding Taxable Subsidiaries and Disregarded Entities (See the instructions)

(A) Name, address, and EIN of corporation, partnership, or disregarded entity	(B) Percentage of ownership interest	(C) Nature of activities	(D) Total income	(E) End-of-year assets
	%			
	%			
	%			
	%			

Part X Information Regarding Transfers Associated with Personal Benefit Contracts (See the instructions)(a) Did the organization, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? Yes ☐ No ☒
(b) Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? Yes ☐ No ☒

Note: If "Yes" to (b), file Form 8870 and Form 4720 (see instructions)

Part XI Information Regarding Transfers To and From Controlled Entities. Complete only if the organization is a controlling organization as defined in section 512(b)(13)

106	Did the reporting organization make any transfers to a controlled entity as defined in section 512(b)(13) of the Code? If "Yes," complete the schedule below for each controlled entity	Yes	No
		X	

	(A) Name, address, of each controlled entity	(B) Employer Identification Number	(C) Description of transfer	(D) Amount of transfer
a	SEE STATEMENT 34			
b				
c				
Totals				61,000.

107	Did the reporting organization receive any transfers from a controlled entity as defined in section 512(b)(13) of the Code? If "Yes," complete the schedule below for each controlled entity	Yes	No
		X	

	(A) Name, address, of each controlled entity	(B) Employer Identification Number	(C) Description of transfer	(D) Amount of transfer
a	SEE STATEMENT 35			
b				
c				
Totals				588,513.

108	Did the organization have a binding written contract in effect on August 17, 2006, covering the interest, rents, royalties, and annuities described in question 107 above?	Yes	No
			X

Please Sign Here

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Signature of officer: Roxanne Spillet Date: 08/03/07

Type or print name and title: ROXANNE SPILLET, PRESIDENT

Paid Preparer's Use Only

Preparer's signature: Donald E. Rohl Date: 8/3/07 Check if self-employed: ☐

Firm's name (or yours if self-employed), address, and ZIP + 4: KPMG LLP
301 N. ELM STREET, SUITE 700
GREENSBORO, NC 27401

Preparer's SSN or PTIN (See Gen Inst X): P00000455
EIN: 13-5565207
Phone no: 336-275-3394

SCHEDULE A
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Organization Exempt Under Section 501(c)(3)

(Except Private Foundation) and Section 501(e), 501(f), 501(k), 501(n),
or 4947(a)(1) Nonexempt Charitable Trust

Supplementary Information - (See separate instructions.)

▶ **MUST be completed by the above organizations and attached to their Form 990 or 990-EZ**

OMB No 1545-0047

2006

Name of the organization

BOYS & GIRLS CLUBS OF AMERICA

Employer identification number

13-5562976

Part I Compensation of the Five Highest Paid Employees Other Than Officers, Directors, and Trustees
(See page 2 of the instructions. List each one. If there are none, enter "None.")

(a) Name and address of each employee paid more than \$50,000	(b) Title and average hours per week devoted to position	(c) Compensation	(d) Contributions to employee benefit plans & deferred compensation	(e) Expense account and other allowances
SEE STATEMENT 36				

Total number of other employees paid over \$50,000 . . ▶ 205

Part II-A Compensation of the Five Highest Paid Independent Contractors for Professional Services
(See page 2 of the instructions. List each one (whether individuals or firms). If there are none, enter "None.")

(a) Name and address of each independent contractor paid more than \$50,000	(b) Type of service	(c) Compensation
SEE STATEMENT 37		

Total number of others receiving over \$50,000 for professional services ▶ 16

Part II-B Compensation of the Five Highest Paid Independent Contractors for Other Services
(List each contractor who performed services other than professional services, whether individuals or firms. If there are none, enter "None." See page 2 of the instructions.)

(a) Name and address of each independent contractor paid more than \$50,000	(b) Type of service	(c) Compensation
SEE STATEMENT 38		

Total number of other contractors receiving over \$50,000 for other services ▶ 55

Part III Statements About Activities (See page 2 of the instructions.)

	Yes	No
1 During the year, has the organization attempted to influence national, state, or local legislation, including any attempt to influence public opinion on a legislative matter or referendum? If "Yes," enter the total expenses paid or incurred in connection with the lobbying activities ▶ \$ <u>476,008.</u> (Must equal amounts on line 38, Part VI-A, or line i of Part VI-B)	1 X	
Organizations that made an election under section 501(h) by filing Form 5768 must complete Part VI-A. Other organizations checking "Yes" must complete Part VI-B AND attach a statement giving a detailed description of the lobbying activities.		
2 During the year, has the organization, either directly or indirectly, engaged in any of the following acts with any substantial contributors, trustees, directors, officers, creators, key employees, or members of their families, or with any taxable organization with which any such person is affiliated as an officer, director, trustee, majority owner, or principal beneficiary? (If the answer to any question is "Yes," attach a detailed statement explaining the transactions.)		
a Sale, exchange, or leasing of property?	2a	X
b Lending of money or other extension of credit?	2b	X
c Furnishing of goods, services, or facilities?	2c	X
d Payment of compensation (or payment or reimbursement of expenses if more than \$1,000)? STMT. 39	2d X	
e Transfer of any part of its income or assets?	2e	X
3a Did the organization make grants for scholarships, fellowships, student loans, etc? (If "Yes," attach an explanation of how the organization determines that recipients qualify to receive payments) STMT. 40	3a X	
b Did the organization have a section 403(b) annuity plan for its employees?	3b X	
c Did the organization receive or hold an easement for conservation purposes, including easements to preserve open space, the environment, historic land areas or historic structures? If "Yes," attach a detailed statement	3c	X
d Did the organization provide credit counseling, debt management, credit repair, or debt negotiation services?	3d	X
4a Did the organization maintain any donor advised funds? If "Yes," complete lines 4b through 4g. If "No," complete lines 4f and 4g	4a	X
b Did the organization make any taxable distributions under section 4966?	4b	X
c Did the organization make a distribution to a donor, donor advisor, or related person?	4c	X
d Enter the total number of donor advised funds owned at the end of the tax year ▶		
e Enter the aggregate value of assets held in all donor advised funds owned at the end of the tax year ▶		
f Enter the total number of separate funds or accounts owned at the end of the tax year (excluding donor advised funds included on line 4d) where donors have the rights to provide advice on the distribution or investment of amounts in such funds or accounts ▶		
g Enter the aggregate value of assets held in all funds or accounts included on line 4f at the end of the tax year ▶		

Part IV Reason for Non-Private Foundation Status (See pages 4 through 7 of the instructions)I certify that the organization is not a private foundation because it is (Please check only **ONE** applicable box.)

- 5 ☐ A church, convention of churches, or association of churches Section 170(b)(1)(A)(i)
- 6 ☐ A school Section 170(b)(1)(A)(ii) (Also complete Part V.)
- 7 ☐ A hospital or a cooperative hospital service organization Section 170(b)(1)(A)(iii)
- 8 ☐ A federal, state, or local government or governmental unit Section 170(b)(1)(A)(v)
- 9 ☐ A medical research organization operated in conjunction with a hospital Section 170(b)(1)(A)(iii) Enter the hospital's name, city, and state
- 10 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit Section 170(b)(1)(A)(iv) (Also complete the **Support Schedule** in Part IV-A.)
- 11a ☒ An organization that normally receives a substantial part of its support from a governmental unit or from the general public Section 170(b)(1)(A)(vi) (Also complete the **Support Schedule** in Part IV-A.)
- 11b ☐ A community trust Section 170(b)(1)(A)(vi) (Also complete the **Support Schedule** in Part IV-A.)
- 12 ☐ An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its charitable, etc., functions - subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the by the organization after June 30, 1975 See section 509(a)(2) (Also complete the **Support Schedule** in Part IV-A.)
- 13 ☐ An organization that is not controlled by any disqualified persons (other than foundation managers) and otherwise meets the requirements of section 509(a)(3) Check the box that describes the type of supporting organization
- ☐ Type I ☐ Type II ☐ Type III - Functionally Integrated ☐ Type III - Other

Provide the following information about the supported organizations. (See page 7 of the instructions.)

(a) Name(s) of supported organization(s)	(b) Employer identification number (EIN)	(c) Type of organization (described in lines 5 through 12 above or IRC section)	(d) Is the supported organization listed in the supporting organization's governing documents?		(e) Amount of support
			Yes	No	
Total					

- 14 ☐ An organization organized and operated to test for public safety Section 509(a)(4) (See page 7 of the instructions.)

Part IV-A Support Schedule (Complete only if you checked a box on line 10, 11, or 12) **Use cash method of accounting.****Note:** You may use the worksheet in the instructions for converting from the accrual to the cash method of accounting

Calendar year (or fiscal year beginning in) ▶	(a) 2005	(b) 2004	(c) 2003	(d) 2002	(e) Total
15 Gifts, grants, and contributions received (Do not include unusual grants. See line 28)	151469768.	133403288.	120163519.	109427409.	514463984.
16 Membership fees received	5,568,025.	5,536,508.	5,005,813.	4,403,771.	20,514,117.
17 Gross receipts from admissions, merchandise sold or services performed, or furnishing of facilities in any activity that is related to the organization's charitable, etc., purpose	1,112,877.	503,530.	348,850.	4,625,774.	6,591,031.
18 Gross income from interest, dividends, amounts received from payments on securities loans (section 512(a)(5)), rents, royalties, and unrelated business taxable income (less section 511 taxes) from businesses acquired by the organization after June 30, 1975	3,343,227.	2,616,911.	2,291,943.	2,534,315.	10,786,396.
19 Net income from unrelated business activities not included in line 18					
20 Tax revenues levied for the organization's benefit and either paid to it or expended on its behalf					
21 The value of services or facilities furnished to the organization by a governmental unit without charge. Do not include the value of services or facilities generally furnished to the public without charge					
22 Other income. Attach a schedule. Do not include gain or (loss) from sale of capital assets	STMT 41 1,055,675.	1,263,811.	1,363,790.	1,413,090.	5,096,366.
23 Total of lines 15 through 22	162549572.	143324048.	129173915.	122404359.	557451894.
24 Line 23 minus line 17.	161436695.	142820518.	128825065.	117778585.	550860863.
25 Enter 1% of line 23.	1,625,496.	1,433,240.	1,291,739.	1,224,044.	
26 Organizations described on lines 10 or 11: a Enter 2% of amount in column (e), line 24 ▶ 26a					11,017,217.
b Prepare a list for your records to show the name of and amount contributed by each person (other than a governmental unit or publicly supported organization) whose total gifts for 2002 through 2005 exceeded the amount shown in line 26a. Do not file this list with your return. Enter the total of all these excess amounts ▶ 26b					6,747,211.
c Total support for section 509(a)(1) test. Enter line 24, column (e) ▶ 26c					550860863.
d Add Amounts from column (e) for lines 18 10,786,396. 19 ▶ 26d					22,629,973.
22 5,096,366. 26b 6,747,211. ▶ 26e					528230890.
e Public support (line 26c minus line 26d total) ▶ 26e					528230890.
f Public support percentage (line 26e (numerator) divided by line 26c (denominator)) ▶ 26f					95.8919 %
27 Organizations described on line 12: a For amounts included in lines 15, 16, and 17 that were received from a "disqualified person," prepare a list for your records to show the name of, and total amounts received in each year from, each "disqualified person." Do not file this list with your return. Enter the sum of such amounts for each year. NOT APPLICABLE (2005) _____ (2004) _____ (2003) _____ (2002) _____					
b For any amount included in line 17 that was received from each person (other than "disqualified persons"), prepare a list for your records to show the name of, and amount received for each year, that was more than the larger of (1) the amount on line 25 for the year or (2) \$5,000. (Include in the list organizations described in lines 5 through 11b, as well as individuals.) Do not file this list with your return. After computing the difference between the amount received and the larger amount described in (1) or (2), enter the sum of these differences (the excess amounts) for each year. (2005) _____ (2004) _____ (2003) _____ (2002) _____					
c Add Amounts from column (e) for lines 15 _____ 16 _____ 17 _____ 20 _____ 21 _____ ▶ 27c					
d Add Line 27a total, and line 27b total, ▶ 27d					
e Public support (line 27c total minus line 27d total) ▶ 27e					
f Total support for section 509(a)(2) test. Enter amount from line 23, column (e) ▶ 27f					
g Public support percentage (line 27e (numerator) divided by line 27f (denominator)) ▶ 27g					%
h Investment income percentage (line 18, column (e) (numerator) divided by line 27f (denominator)) ▶ 27h					%
28 Unusual Grants: For an organization described in line 10, 11, or 12 that received any unusual grants during 2002 through 2005, prepare a list for your records to show, for each year, the name of the contributor, the date and amount of the grant, and a brief description of the nature of the grant. Do not file this list with your return. Do not include these grants in line 15.					

Part V Private School Questionnaire (See page 9 of the instructions)

NOT APPLICABLE

(To be completed ONLY by schools that checked the box on line 6 in Part IV)

	Yes	No
29 Does the organization have a racially nondiscriminatory policy toward students by statement in its charter, bylaws, other governing instrument, or in a resolution of its governing body?	29	
30 Does the organization include a statement of its racially nondiscriminatory policy toward students in all its brochures, catalogues, and other written communications with the public dealing with student admissions, programs, and scholarships?	30	
31 Has the organization publicized its racially nondiscriminatory policy through newspaper or broadcast media during the period of solicitation for students, or during the registration period if it has no solicitation program, in a way that makes the policy known to all parts of the general community it serves? If "Yes," please describe, if "No," please explain (If you need more space, attach a separate statement)	31	
32 Does the organization maintain the following		
a Records indicating the racial composition of the student body, faculty, and administrative staff?	32a	
b Records documenting that scholarships and other financial assistance are awarded on a racially nondiscriminatory basis?	32b	
c Copies of all catalogues, brochures, announcements, and other written communications to the public dealing with student admissions, programs, and scholarships?	32c	
d Copies of all material used by the organization or on its behalf to solicit contributions?	32d	
If you answered "No" to any of the above, please explain (If you need more space, attach a separate statement)		
33 Does the organization discriminate by race in any way with respect to		
a Students' rights or privileges?	33a	
b Admissions policies?	33b	
c Employment of faculty or administrative staff?	33c	
d Scholarships or other financial assistance?	33d	
e Educational policies?	33e	
f Use of facilities?	33f	
g Athletic programs?	33g	
h Other extracurricular activities?	33h	
If you answered "Yes" to any of the above, please explain (If you need more space, attach a separate statement)		
34 a Does the organization receive any financial aid or assistance from a governmental agency?	34a	
b Has the organization's right to such aid ever been revoked or suspended? If you answered "Yes" to either 34a or b, please explain using an attached statement	34b	
35 Does the organization certify that it has complied with the applicable requirements of sections 4 01 through 4 05 of Rev Proc 75-50, 1975-2 C B 587, covering racial nondiscrimination? If "No," attach an explanation	35	

Part VI-A Lobbying Expenditures by Electing Public Charities (See page 10 of the instructions)(To be completed **ONLY** by an eligible organization that filed Form 5768) **NOT APPLICABLE**Check **a** if the organization belongs to an affiliated group Check **b** if you checked "a" and "limited control" provisions apply**Limits on Lobbying Expenditures**

(The term "expenditures" means amounts paid or incurred)

		(a) Affiliated group totals	(b) To be completed for all electing organizations
36 Total lobbying expenditures to influence public opinion (grassroots lobbying) . . .	36		
37 Total lobbying expenditures to influence a legislative body (direct lobbying) . . .	37		
38 Total lobbying expenditures (add lines 36 and 37)	38		
39 Other exempt purpose expenditures	39		
40 Total exempt purpose expenditures (add lines 38 and 39)	40		
41 Lobbying nontaxable amount Enter the amount from the following table -			
If the amount on line 40 is - The lobbying nontaxable amount is -			
Not over \$500,000 20% of the amount on line 40			
Over \$500,000 but not over \$1,000,000 . . . \$100,000 plus 15% of the excess over \$500,000			
Over \$1,000,000 but not over \$1,500,000 . . \$175,000 plus 10% of the excess over \$1,000,000			
Over \$1,500,000 but not over \$17,000,000 . \$225,000 plus 5% of the excess over \$1,500,000			
Over \$17,000,000 \$1,000,000			
42 Grassroots nontaxable amount (enter 25% of line 41)	42		
43 Subtract line 42 from line 36. Enter -0- if line 42 is more than line 36	43		
44 Subtract line 41 from line 38. Enter -0- if line 41 is more than line 38	44		

Caution: If there is an amount on either line 43 or line 44, you must file Form 4720**4-Year Averaging Period Under Section 501(h)**

(Some organizations that made a section 501(h) election do not have to complete all of the five columns below)

See the instructions for lines 45 through 50 on page 13 of the instructions

	Lobbying Expenditures During 4-Year Averaging Period				
Calendar year (or fiscal year beginning in) ►	(a) 2006	(b) 2005	(c) 2004	(d) 2003	(e) Total
45 Lobbying nontaxable amount					
46 Lobbying ceiling amount (150% of line 45(e))					
47 Total lobbying expenditures					
48 Grassroots nontaxable amount					
49 Grassroots ceiling amount (150% of line 48(e))					
50 Grassroots lobbying expenditures					

Part VI-B Lobbying Activity by Nonelecting Public Charities

(For reporting only by organizations that did not complete Part VI-A) (See page 13 of the instructions)

During the year, did the organization attempt to influence national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of

	Yes	No	Amount
a Volunteers		X	
b Paid staff or management (Include compensation in expenses reported on lines c through h)	X		
c Media advertisements		X	
d Mailings to members, legislators, or the public	X		14,324.
e Publications, or published or broadcast statements		X	
f Grants to other organizations for lobbying purposes	X		61,000.
g Direct contact with legislators, their staffs, government officials, or a legislative body	X		400,684.
h Rallies, demonstrations, seminars, conventions, speeches, lectures, or any other means		X	
i Total lobbying expenditures (Add lines c through h)			476,008.

If "Yes" to any of the above, also attach a statement giving a detailed description of the lobbying activities STMT 42

Yes	No
-----	----

51a(i)	X	
--------	---	--

a(ii)	X
-------	---

--	--	--

b(i)	X
-------------	----------

b(ii)	X
-------	---

b(iii)	X
--------	---

b(iv)	X	
-------	---	--

b(v)		X
-------------	--	----------

b(vi)	X
-------	---

c		X
---	--	---

V06-7.1 430966

FORM 990 - GENERAL EXPLANATION ATTACHMENT

DEPRECIATION

FORM 990 PART II, LINE 42 AND PART IV, LINE 57

FIXED ASSETS

LAND	10,848,690
BUILDINGS	16,272,420
CAPITAL LEASES	1,458,516
FURNITURE	2,246,591
EQUIPMENT	2,830,218
LEASEHOLD IMPROVEMENTS	208,933

TOTAL	33,865,368
ACCUMULATED DEPRECIATION	(3,366,233)

TOTAL	30,499,135

PROPERTY, PLANT, AND EQUIPMENT ARE STATED AT COST AND DONATED PLANT AND EQUIPMENT ARE RECORDED AT ESTIMATED FAIR VALUE AT THE TIME OF CONTRIBUTION. BUILDINGS AND EQUIPMENT ARE DEPRECIATED USING THE STRAIGHT-LINE METHOD OVER THE USEFUL LIVES OF THE RESPECTIVE ASSETS (25 TO 80 YEARS AND 5 TO 30 YEARS, RESPECTIVELY). DEPRECIATION EXPENSE FOR THE FISCAL YEAR ENDED 12/31/2006 WAS \$785,880.

FORM 990, PART I - MEMBERSHIP DUES AND ASSESSMENTS

DESCRIPTION

AMOUNT

MEMBERSHIP DUES AND ASSESSMENTS

5,702,565.

TOTAL

5,702,565.

FORM 990, PART I - INTEREST ON SAVINGS AND TEMPORARY CASH INVESTMENTS
=====DESCRIPTION
-----AMOUNT

INTEREST ON SAVINGS AND TEMPORARY CASH INVESTMENTS

414,963.

TOTAL

414,963.
=====

FORM 990, PART I - DIVIDENDS AND INTEREST FROM SECURITIES
=====

DESCRIPTION -----	AMOUNT -----
DIVIDENDS AND INTEREST FROM SECURITIES/INVESTMENTS	4,248,988. -----
TOTAL	4,248,988. =====

FORM 990, PART I - EXCLUDED CONTRIBUTIONS

DESCRIPTION

AMOUNT

PACIFIC DINNERS	779,814.
SOUTHWEST GOLF & DINNER	1,822,455.
MIDWEST GOLF & DINNER	908,166.
SOUTHEAST DINNER	828,123.
NORTHEAST GOLF & DINNER	2,191,882.

TOTAL	6,530,440.
	=====

FORM 990, PART I - SPECIAL FUNDRAISING EVENTS AND ACTIVITIES

DESCRIPTION	GROSS REVENUE	DIRECT EXPENSES	NET INCOME
PACIFIC DINNERS	68,750.	142,747.	-73,997.
SOUTHWEST GOLF & DINNER	82,250.	258,773.	-176,523.
MIDWEST GOLF & DINNER	105,500.	210,874.	-105,374.
SOUTHEAST DINNER	40,625.	105,308.	-64,683.
NORTHEAST GOLF & DINNER	155,250.	630,568.	-475,318.
TOTALS	452,375.	1,348,270.	-895,895.

FORM 990, PART I - OTHER INCREASES IN FUND BALANCES

=====

DESCRIPTION

AMOUNT

NET UNREALIZED GAINS ON INVESTMENTS

23,354,086.

TOTAL

23,354,086.

=====

FORM 990, PART II - OTHER GRANTS AND ALLOCATIONS PAID DURING THE YEAR

RELATIONSHIP TO SUBSTANTIAL CONTRIBUTOR

AND

FOUNDATION STATUS OF RECIPIENT

RECIPIENT NAME AND ADDRESS

PURPOSE OF GRANT OR CONTRIBUTION

AMOUNT

GRANTS PAID

GRANTS TO AFFILIATED BOYS AND GIRLS CLUBS
FOR LEADERSHIP TRAINING, DEVELOPMENT AND SUPPORT
OF YOUTH PROGRAMS
ATLANTA, GA 30309-3506

12,258,633.

GRANTS TO AFFILIATED BOYS AND GIRLS CLUBS
FOR ON SITE ASSISTANCE TO MEMBER CLUBS AND
ESTABLISHMENT OF NEW CLUBS
ATLANTA, GA 30309-3506

71,076,200.

TOTAL CONTRIBUTIONS PAID

83,334,833.

FORM 990, PART III - ORGANIZATION'S PRIMARY EXEMPT PURPOSE

=====

THE BOYS AND GIRLS CLUBS OF AMERICA (BGCA) WAS FORMED TO PROMOTE THE HEALTH, SOCIAL, EDUCATION, AND VOCATIONAL AND CHARACTER DEVELOPMENT OF YOUNG PEOPLE THROUGHOUT THE UNITED STATES. BGCA, THROUGH ITS NATIONAL, REGIONAL AND GOVERNMENT RELATIONS OFFICE, DEVELOPS INNOVATIVE PROGRAM SERVICES FOR YOUNG PEOPLE, PROVIDES TRAINING, MANAGEMENT CONSULTING, AND RESOURCE MATERIAL TO CLUBS, PROMOTES GREATER PUBLIC AWARENESS OF CLUB WORK, AND ADDRESSES SOCIAL, EDUCATIONAL, VOCATIONAL, AND ECONOMIC ISSUES AFFECTING YOUNG PEOPLE.

BGCA ASSESSES AND COLLECTS MEMBERSHIP DUES FROM THE LOCAL CLUBS. THESE DUES ARE USED TO SUPPORT BGCA'S MISSION, VISION, AND VALUES AND ALLOW BGCA TO PROVIDE USEFUL RESOURCES AND SERVICES TO LOCAL CLUBS.

FINALLY, BGCA'S OTHER REVENUE IS DERIVED MAINLY FROM EVENTS AND NATIONAL CONFERENCES, WHICH PROVIDE LEADERSHIP TRAINING, DEVELOPMENT, AND SUPPORT OF YOUTH PROGRAMS.

FORM 990, PART IV - INVESTMENTS - PUBLICLY TRADED SECURITIES

DESCRIPTION -----	ENDING BOOK VALUE -----	COST OR FMV -----
INVESTMENTS IN PUBLICLY TRADED	135,129,640.	FMV
TOTALS	135,129,640.	

FORM 990, PART IV - INVESTMENTS - OTHER SECURITIES

DESCRIPTION -----	ENDING BOOK VALUE -----	COST OR FMV -----
INVESTMENTS IN OTHER - PRIVATE EQUITY, REIT'S, LIMITED PARTNERSHIPS DOMESTIC AND INTERNATIONAL	133,355,743.	FMV
TOTALS	----- 133,355,743. =====	

FORM 990, PART IV - OTHER ASSETS

=====

DESCRIPTION

ENDING
BOOK VALUE

SPLIT INTEREST AGREEMENTS

3,388,915.

DEFERRED COMPENSATION ACCOUNTS

560,595.

ASSETS HELD IN CUSTODY FOR

12,704,008.

OTHERS

DEFERRED BOND ISSUANCE COST

143,421.

TOTALS

16,796,939.
=====

FORM 990, PART IV - OTHER LIABILITIES

=====

DESCRIPTION

ENDING
BOOK VALUE

ANNUITIES PAYABLE	380,122.
DEFERRED COMPENSATION	560,595.
CUSTODIAL FUND OBLIGATIONS	12,704,008.
BONDS PAYABLE	10,000,000.
CAPITAL LEASE OBLIGATIONS	1,458,516.

TOTALS	25,103,241.
	=====

FORM 990, PART IV-A - OTHER REVENUE ON BOOKS BUT NOT ON RETURN

DESCRIPTION

AMOUNT

GOVERNMENT GRANTS TO

-67,733,344.

AFFILIATED CLUBS

-658,084.

EXPENSE RECLASS

NET REVENUE OF ALLIANCES

4,661,964.

INCLUDED IN CONSOLIDATED STMTS

-63,729,464.

=====

FORM 990, PART IV-B - OTHER EXPENSES ON BOOKS BUT NOT ON RETURN

DESCRIPTION

AMOUNT

EXPENSES OF ALLIANCES INCLUDED
IN CONSOLIDATED STATEMENTS

4,063,858.

TOTAL

4,063,858.
=====

FORM 990, PART IV-B - OTHER EXPENSES ON RETURN BUT NOT ON BOOKS

DESCRIPTION	AMOUNT
-----	-----
GOVERNMENT GRANTS TO	
AFFILIATED CLUBS	67,733,344.
EXPENSE RECLASS	658,084.

TOTAL	68,391,428.
	=====

FORM 990, PART V-A - CURRENT OFFICERS, DIRECTORS, AND TRUSTEES

NAME AND ADDRESS	TITLE AND TIME DEVOTED TO POSITION	COMPENSATION	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS	EXPENSE ACCT AND OTHER ALLOWANCES
-----	-----	-----	-----	-----
ROXANNE SPILLETT 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	PRESIDENT/GOVERNOR 40.00	552,032.	412,355.	8,521.
TOTAL BENEFITS FOR ROXANNE SPILLETT INCLUDE \$363,000 IN SUPPLEMENTAL EXECUTIVE RETIREMENT PLAN CONTRIBUTIONS.				
PRESIDENT GEORGE BUSH 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	HONORARY CO-CHAIRMAN NONE	NONE	NONE	NONE
FIRST LADY LAURA BUSH 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	HONORARY CO-CHAIRMAN NONE	NONE	NONE	NONE
EDWARD M LIDDY 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	CHAIRMAN EMERITUS/GOVERNOR 2.00	NONE	NONE	NONE
M ANNE SZOSTAK 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	CHAIRMAN OF THE BOARD/GOVERNOR 2.00	NONE	NONE	NONE
RICK GOINGS 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	GOVERNOR 2.00	NONE	NONE	NONE
JOHN F ANTIOCO 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	VICE CHAIRMAN/GOVERNOR 2.00	NONE	NONE	NONE

FORM 990, PART V-A - CURRENT OFFICERS, DIRECTORS, AND TRUSTEES

NAME AND ADDRESS	TITLE AND TIME DEVOTED TO POSITION	COMPENSATION	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS	EXPENSE ACCT AND OTHER ALLOWANCES
-----	-----	-----	-----	-----
RONALD T LEMAY 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	VICE CHAIRMAN/GOVERNOR 2.00	NONE	NONE	NONE
REV EDWARD A'MALLOY CSC 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	VICE CHAIRMAN/GOVERNOR 2.00	NONE	NONE	NONE
MICHAEL E TENNENBAUM 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	VICE CHAIRMAN/GOVERNOR 2.00	NONE	NONE	NONE
GARY C WENDT 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	TREASURER/SECRETARY/GOVERNOR 2.00	NONE	NONE	NONE
RONALD J GIDWITZ 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	GOVERNOR 2.00	NONE	NONE	NONE
DON H DAVIS JR 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	GOVERNOR 0.50	NONE	NONE	NONE
DANA G MEAD 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	REGIONAL CHAIRMAN/GOVERNOR 2.00	NONE	NONE	NONE
DANIEL R HESSE 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	GOVERNOR 2.00	NONE	NONE	NONE

FORM 990, PART V-A - CURRENT OFFICERS, DIRECTORS, AND TRUSTEES

NAME AND ADDRESS	TITLE AND TIME DEVOTED TO POSITION	COMPENSATION	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS	EXPENSE ACCT AND OTHER ALLOWANCES
MARTIN E HANAKA 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	REGIONAL CHAIRMAN/GOVERNOR 2.00	NONE	NONE	NONE
WAYNE ALLEN 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	GOVERNOR 2.00	NONE	NONE	NONE
DAVID W ANDERSON 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	GOVERNOR 1.00	NONE	NONE	NONE
ROBERT J BACH 1275 PEACHTREE STREET NE ATLANTA, GA 27302	GOVERNOR 2.00	NONE	NONE	NONE
JOHN M BELL 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	GOVERNOR 2.00	NONE	NONE	NONE
GERALD W BLAKELEY JR 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	GOVERNOR 0.50	NONE	NONE	NONE
EMIL J BROLIK 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	REGIONAL CHAIRMAN/GOVERNOR 2.00	NONE	NONE	NONE
THE HONORABLE ARNOLD I BURNS 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	GOVERNOR 2.00	NONE	NONE	NONE

FORM 990, PART V-A - CURRENT OFFICERS, DIRECTORS, AND TRUSTEES

NAME AND ADDRESS	TITLE AND TIME DEVOTED TO POSITION	COMPENSATION	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS	EXPENSE ACCT AND OTHER ALLOWANCES
-----	-----	-----	-----	-----
MICHAEL D CAPELLAS 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	GOVERNOR 1.00	NONE	NONE	NONE
ANTHONY P CONZA 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	GOVERNOR 2.00	NONE	NONE	NONE
JEAN C CRYSTAL 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	GOVERNOR 2.00	NONE	NONE	NONE
THOMAS J FALK 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	REGIONAL CHAIRMAN/GOVERNOR 2.00	NONE	NONE	NONE
GARY J FERNANDES 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	GOVERNOR 1.00	NONE	NONE	NONE
DONALD G FISHER 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	GOVERNOR 1.00	NONE	NONE	NONE
THOMAS P FLANAGAN 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	GOVERNOR 2.00	NONE	NONE	NONE
ROBERT W FOWLER 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	GOVERNOR 0.50	NONE	NONE	NONE

FORM 990, PART V-A - CURRENT OFFICERS, DIRECTORS, AND TRUSTEES

NAME AND ADDRESS -----	TITLE AND TIME DEVOTED TO POSITION -----	COMPENSATION -----	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS -----	EXPENSE ACCT AND OTHER ALLOWANCES -----
EUGENE FREEDMAN 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	GOVERNOR 0.50	NONE	NONE	NONE
MOORE GATES JR 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	GOVERNOR 0.50	NONE	NONE	NONE
KEN GRIFFEY JR 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	GOVERNOR 0.50	NONE	NONE	NONE
GEORGE V GRUNE 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	GOVERNOR 1.00	NONE	NONE	NONE
PETER L HAYNES 1275 PEACHTREE STREET NE ATLANTA, GA 30306-3506	GOVERNOR 2.00	NONE	NONE	NONE
PEDRO LICHTINGER 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	GOVERNOR 2.00	NONE	NONE	NONE
JEREMIAH MILBANK 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	GOVERNOR 0.50	NONE	NONE	NONE
JEREMIAH MILBANK III 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	GOVERNOR 2.00	NONE	NONE	NONE

FORM 990, PART V-A - CURRENT OFFICERS, DIRECTORS, AND TRUSTEES

NAME AND ADDRESS	TITLE AND TIME DEVOTED TO POSITION	COMPENSATION	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS	EXPENSE ACCT AND OTHER ALLOWANCES
PETER C MORSE 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	GOVERNOR 2.00	NONE	NONE	NONE
J CHRISTOPHER REYES 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	GOVERNOR 0.50	NONE	NONE	NONE
WAYNE R SANDERS 1275 PEACHTREE STREET NE ATLANTA, GA 30309	GOVERNOR 2.00	NONE	NONE	NONE
CJ SILAS 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	GOVERNOR 0.50	NONE	NONE	NONE
JACK L STAHL 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	VICE CHAIRMAN/GOVERNOR 2.00	NONE	NONE	NONE
ALLAN R TESSLER 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	GOVERNOR 2.00	NONE	NONE	NONE
DENZEL WASHINGTON 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	GOVERNOR 2.00	NONE	NONE	NONE
LINDA J DIMOPOULOS 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	GOVERNOR 2.00	NONE	NONE	NONE

FORM 990, PART V-A - CURRENT OFFICERS, DIRECTORS, AND TRUSTEES

NAME AND ADDRESS	TITLE AND TIME DEVOTED TO POSITION	COMPENSATION	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS	EXPENSE ACCT AND OTHER ALLOWANCES
RUTH A FATTORI 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	GOVERNOR 2.00	NONE	NONE	NONE
HENRY M AARON 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	GOVERNOR 1.00	NONE	NONE	NONE
VALERIE C MCNEELY 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	GOVERNOR 1.00	NONE	NONE	NONE
RONALD D MCNEIL 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	GOVERNOR 1.00	NONE	NONE	NONE
GRAND TOTALS		552,032.	412,355.	8,521.

FORM 990, PART V-A RELATIONSHIP SCHEDULE

RELATIONSHIP SCHEDULE

NAME OF OFFICER, DIRECTOR, ETC:	JEREMIAH MILBANK
NAME OF RELATED ENTITY:	JEREMIAH MILBANK, III
RELATIONSHIP:	SON
NAME OF OFFICER, DIRECTOR, ETC:	JEREMIAH MILBANK III
NAME OF RELATED ENTITY:	JEREMIAH MILBANK
RELATIONSHIP:	FATHER

FORM 990, PART V-B - FORMER OFFICERS, DIRECTORS, AND TRUSTEES

NAME AND ADDRESS	LOANS AND ADVANCES	COMPENSATION	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS	EXPENSE ACCT AND OTHER ALLOWANCES
KURT ASCHERMANN 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506		203,298.	25,282.	NONE
GRAND TOTALS		203,298.	25,282.	NONE

FORM 990, PART VI - NAMES OF RELATED ORGANIZATIONS
=====

RELATED ORGANIZATION NAME:	ALABAMA ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X	NONEXEMPT:
RELATED ORGANIZATION NAME:	ARIZONA ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X	NONEXEMPT:
RELATED ORGANIZATION NAME:	ARKANSAS ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X	NONEXEMPT:
RELATED ORGANIZATION NAME:	CALIFORNIA ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X	NONEXEMPT:
RELATED ORGANIZATION NAME:	COLORADO ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X	NONEXEMPT:
RELATED ORGANIZATION NAME:	CONNECTICUT ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X	NONEXEMPT:
RELATED ORGANIZATION NAME:	FLORIDA ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X	NONEXEMPT:
RELATED ORGANIZATION NAME:	GEORGIA ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X	NONEXEMPT:
RELATED ORGANIZATION NAME:	IDAHO ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X	NONEXEMPT:
RELATED ORGANIZATION NAME:	ILLINOIS ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X	NONEXEMPT:
RELATED ORGANIZATION NAME:	INDIANA ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X	NONEXEMPT:

FORM 990, PART VI - NAMES OF RELATED ORGANIZATIONS

=====

RELATED ORGANIZATION NAME:	IOWA ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X NONEXEMPT:	
RELATED ORGANIZATION NAME:	KANSAS ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X NONEXEMPT:	
RELATED ORGANIZATION NAME:	KENTUCKY ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X NONEXEMPT:	
RELATED ORGANIZATION NAME:	LOUISIANA ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X NONEXEMPT:	
RELATED ORGANIZATION NAME:	MAINE ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X NONEXEMPT:	
RELATED ORGANIZATION NAME:	MARYLAND ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X NONEXEMPT:	
RELATED ORGANIZATION NAME:	MASSACHUSETTS ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X NONEXEMPT:	
RELATED ORGANIZATION NAME:	MICHIGAN ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X NONEXEMPT:	
RELATED ORGANIZATION NAME:	MINNESOTA ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X NONEXEMPT:	
RELATED ORGANIZATION NAME:	MISSISSIPPI ALLIANCE OF BOYS & GIRLS CLUBS, INC.
EXEMPT: X NONEXEMPT:	
RELATED ORGANIZATION NAME:	MISSOURI ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X NONEXEMPT:	

FORM 990, PART VI - NAMES OF RELATED ORGANIZATIONS

=====

RELATED ORGANIZATION NAME:	MONTANA ALLIANCE OF BOYS & GIRLS CLUBS, INC.
EXEMPT: X NONEXEMPT:	
RELATED ORGANIZATION NAME:	NEVADA ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X NONEXEMPT:	
RELATED ORGANIZATION NAME:	NEW HAMPSHIRE ALLIANCE OF BOYS & GIRLS CLUBS, INC.
EXEMPT: X NONEXEMPT:	
RELATED ORGANIZATION NAME:	NEW JERSEY ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X NONEXEMPT:	
RELATED ORGANIZATION NAME:	NEW MEXICO ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X NONEXEMPT:	
RELATED ORGANIZATION NAME:	NEW YORK ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X NONEXEMPT:	
RELATED ORGANIZATION NAME:	NORTH CAROLINA ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X NONEXEMPT:	
RELATED ORGANIZATION NAME:	OHIO ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X NONEXEMPT:	
RELATED ORGANIZATION NAME:	OKLAHOMA ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X NONEXEMPT:	
RELATED ORGANIZATION NAME:	OREGON ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X NONEXEMPT:	
RELATED ORGANIZATION NAME:	PENNSYLVANIA ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X NONEXEMPT:	

FORM 990, PART VI - NAMES OF RELATED ORGANIZATIONS

=====

RELATED ORGANIZATION NAME:	RHODE ISLAND ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X	NONEXEMPT:
RELATED ORGANIZATION NAME:	SOUTH CAROLINA ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X	NONEXEMPT:
RELATED ORGANIZATION NAME:	SOUTH DAKOTA ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X	NONEXEMPT:
RELATED ORGANIZATION NAME:	TENNESSEE ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X	NONEXEMPT:
RELATED ORGANIZATION NAME:	TEXAS ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X	NONEXEMPT:
RELATED ORGANIZATION NAME:	UTAH ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X	NONEXEMPT:
RELATED ORGANIZATION NAME:	VERMONT ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT:	NONEXEMPT:
RELATED ORGANIZATION NAME:	VIRGINIA ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X	NONEXEMPT:
RELATED ORGANIZATION NAME:	WASHINGTON ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X	NONEXEMPT:
RELATED ORGANIZATION NAME:	WEST VIRGINIA ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X	NONEXEMPT:
RELATED ORGANIZATION NAME:	WISCONSIN ALLIANCE OF BOYS & GIRLS CLUBS INC.
EXEMPT: X	NONEXEMPT:

FORM 990, PART VI - NAMES OF RELATED ORGANIZATIONS

=====

RELATED ORGANIZATION NAME: WYOMING ALLIANCE OF BOYS & GIRLS
CLUBS INC.

EXEMPT: X NONEXEMPT:

RELATED ORGANIZATION NAME: BOYS & GIRLS CLUBS IN INDIAN
COUNTRY INC.

EXEMPT: X NONEXEMPT:

FORM 990, PART VI, LINE 90A - STATES

=====

AL,AZ,AR,CA,CO,CT,DE,FL,GA,
IN,KS,KY,LA,MD,MA,MI,MN,MS,MO,MT,NV,NH,NJ,NM,
NY,NC,OH,OK,OR,PA,RI,SC,SD,TX,UT,WA,WV,

FORM 990, PART VIII - ACCOMPLISHMENT OF EXEMPT PURPOSES

LINE NO. ---	EXPLANATION OF HOW EACH ACTIVITY FOR WHICH INCOME IS REPORTED IN COLUMN (E) OF PART VII CONTRIBUTED IMPORTANTLY TO THE ACCOMPLISHMENT OF EXEMPT PURPOSES -----
94, 103C 103D	<p>BOYS & GIRLS CLUBS OF AMERICA (BGCA) IS A FEDERATION OF LOCAL BOYS & GIRLS CLUBS SERVING AROUND 4.8 MILLION YOUTH IN A NATIONAL NETWORK OF 4166 LOCATIONS. HEADQUARTERED IN ATLANTA, WITH REGIONAL SERVICE CENTERS IN NEW YORK, CHICAGO, LOS ANGELES, DALLAS, AND ATLANTA, BGCA PROVIDES TECHNICAL ASSISTANCE AND SUPPORT FOR CLUBS TO STRENGTHEN THEIR OVERALL EFFECTIVENESS AND PROGRAM QUALITY.</p> <p>MORE THAN 15 MILLION YOUNG PEOPLE IN AMERICA LIVE BELOW THE POVERTY LEVEL. GANGS, DRUG TRAFFIC AND VIOLENCE ARE A FACT OF LIFE FOR MANY OF THESE YOUNGSTERS. IF THEY ARE TO GROW UP AND BECOME PRODUCTIVE CITIZENS - OFTEN IF THEY ARE TO GROW UP AT ALL - THEY NEED A PLACE WHERE THEY CAN JUST BE KIDS. THEY NEED CARING ADULTS TO HELP THEM DEVELOP THE SKILLS AND SELF-CONFIDENCE TO SAY NO TO DANGEROUS PASTIMES. THAT'S WHY BGCA IS OPENING CLUBS IN PLACES OTHER ORGANIZATIONS HAVEN'T GONE, PLACES WHERE YOUNGSTERS NEED US MOST: INDIAN RESERVATIONS, HOMELESS SHELTERS AND PUBLIC HOUSING. WE OFFER ACTIVITIES PRIMARILY DURING AFTER-SCHOOL HOURS, WHEN YOUNGSTERS ARE MOST IN NEED OF POSITIVE PUSUITS. OVER THE LAST FIVE YEARS THE BOYS & GIRLS CLUB MOVEMENT HAS EXPERIENCED UNPRECEDENTED GROWTH, CHARTERING MORE THAN 1300 CLUBS. A PLANNED SUSTAINABLE GROWTH STRATEGY IS BEING IMPLEMENTED TO HELP CLUBS DETERMINE THEIR STATE OF READINESS TO EXPAND SERVICES, ALONG WITH A PHILOSOPHY OF ADDING MORE CLUBS BUT FEWER ORGANIZATIONS.</p> <p>THE CLUBS ARE UNITING AS NEVER BEFORE BEHIND A COMMON AGENDA COMFORTING OUR CHILDREN; SUPPORTING MILITARY FAMILIES, PROMOTING PATRIOTISM, DEMOCRACY AND FREEDOM; ENCOURAGING UNITY AND COORDINATING COMMUNITY RESOURCES TO BETTER SERVE CHILDREN.</p> <p>BY IMPLEMENTING AN EFFECTIVE AND PROVEN YOUTH DEVELOPMENT STRATEGY, BGCA HELPS YOUNGSTERS DEVELOP THE SELF-CONFIDENCE THEY NEED TO ACHIEVE THEIR FULL POTENTIAL. OUR PROGRAMS TEACH YOUNG PEOPLE TO AVOID DRUGS, ALCOHOL AND PREMATURE SEXUAL ACTIVITY; REJECT GANGS AND DELINQUENT BEHAVIOR; RESOLVE CONFLICTS PEACEFULLY; ADOPT FITNESS AS A WAY OF LIFE; BUILD BETTER RELATIONSHIPS WITH THEIR FAMILIES; DEVELOP LEADERSHIP SKILLS; EXPLORE THEIR OWN CREATIVITY; AND PURSUE ADVANCED EDUCATION AND CAREER OPPORTUNITIES.</p> <p>TO BRIDGE THE DIVIDE BGCA HAS COMMITMENT TO DEVELOP THE RESOURCES, STAFFING, AND TRAINING TO MAKE COMPUTER EDUCATION A VITAL PART OF THE CLUB. WITHIN FIVE YEARS WE HOPE TO HAVE A STATE-OF-THE-ART TECHNOLOGY CENTER IN EVERY BOYS & GIRLS</p>

FORM 990, PART VIII - ACCOMPLISHMENT OF EXEMPT PURPOSES

=====

LINE NO. ---	EXPLANATION OF HOW EACH ACTIVITY FOR WHICH INCOME IS REPORTED IN COLUMN (E) OF PART VII CONTRIBUTED IMPORTANTLY TO THE ACCOMPLISHMENT OF EXEMPT PURPOSES -----
--------------------	---

CLUB.

FORM 990, PART XII - TRANSFERS TO CONTROLLED ENTITIES STATEMENT
=====

CONTROLLED ENTITY'S NAME: CONNECTICUT ALLIANCE OF BOYS & GIRLS CLUBS
CONTROLLED ENTITY'S ADDRESS: PO BOX 209
CITY, STATE & ZIP: SHELTON, CT 06484
EIN: 33-1064638
TRANSFER AMOUNT: 25,000.
EXPLANATION OF TRANSFER TO CONTROLLED ENTITY:
FOR STATE/LOCAL LOBBYING CONSULTANTS FEES

CONTROLLED ENTITY'S NAME: LOUISIANA ALLIANCE OF BOYS & GIRLS CLUBS
CONTROLLED ENTITY'S ADDRESS: 200 W. CONGRESS
CITY, STATE & ZIP: LAFAYETTE, LA 70501
EIN: 72-1491228
TRANSFER AMOUNT: 5,000.
EXPLANATION OF TRANSFER TO CONTROLLED ENTITY:
FOR STATE/LOCAL LOBBYING CONSULTANTS FEES

CONTROLLED ENTITY'S NAME: MARYLAND ALLIANCE OF BOYS & GIRLS CLUBS
CONTROLLED ENTITY'S ADDRESS: 206 EAST CHURCH ROAD
CITY, STATE & ZIP: BEL AIR, MD 21014
EIN: 52-2312888
TRANSFER AMOUNT: 10,000.
EXPLANATION OF TRANSFER TO CONTROLLED ENTITY:
FOR STATE/LOCAL LOBBYING CONSULTANTS FEES

CONTROLLED ENTITY'S NAME: RHODE ISLAND ALLIANCE OF BOYS & GIRLS CLUBS
CONTROLLED ENTITY'S ADDRESS: 221 3RD ST, ADMIRAL GATES TOWER, 3RD FLO
CITY, STATE & ZIP: NEWPORT, RI 02840
EIN: 05-0504432
TRANSFER AMOUNT: 11,000.
EXPLANATION OF TRANSFER TO CONTROLLED ENTITY:
FOR STATE/LOCAL LOBBYING CONSULTANTS FEES

CONTROLLED ENTITY'S NAME: WISCONSIN ALLIANCE OF BOYS & GIRLS CLUBS
CONTROLLED ENTITY'S ADDRESS: 7500 GREEN BAY ROAD
CITY, STATE & ZIP: KENOSHA, WI 53142
EIN: 39-2008889
TRANSFER AMOUNT: 10,000.
EXPLANATION OF TRANSFER TO CONTROLLED ENTITY:
FOR STATE/LOCAL LOBBYING CONSULTANTS FEES

FORM 990, PART XI - TRANSFERS FROM CONTROLLED ENTITIES STATEMENT
=====

CONTROLLED ENTITY'S NAME: ILLINOIS ALLIANCE OF BOYS & GIRLS CLUBS
CONTROLLED ENTITY'S ADDRESS: 550 WEST VAN BUREN ST STE 350
CITY, STATE & ZIP: CHICAGO, IL 60607
EIN: 36-4327562
TRANSFER AMOUNT: 291,001.
EXPLANATION OF TRANSFER FROM CONTROLLED ENTITY:
COST OF PROVIDING PROGRAMMATIC AND FINANCIAL/COMPLIANCE OVERSIGHT

CONTROLLED ENTITY'S NAME: GEORGIA ALLIANCE OF BOYS & GIRLS CLUBS
CONTROLLED ENTITY'S ADDRESS: 1275 PEACHTREE ST. NE
CITY, STATE & ZIP: ATLANTA, GA 30309
EIN: 01-0557882
TRANSFER AMOUNT: 297,512.
EXPLANATION OF TRANSFER FROM CONTROLLED ENTITY:
COST OF PROVIDING PROGRAMMATIC AND FINANCIAL/COMPLIANCE OVERSIGHT

SCHEDULE A, PART I - COMPENSATION OF THE FIVE HIGHEST PAID EMPLOYEES

NAME AND ADDRESS	TITLE AND TIME DEVOTED TO POSITION	COMPENSATION	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS	EXPENSE ACCOUNT
GLENN PERMUY 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	SENIOR V.P. 40.00	312,604.	56,698.	2,331.
ANAND S MEHTA 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	SENIOR V.P. 40.00	251,615.	63,010.	NONE
JUDITH J PICKENS 1275 PEACHTREE STREET NE ATLANTA, GA 30309-3506	SENIOR V.P. 40.00	187,971.	40,275.	NONE
CYNDI COURT 1275 PEACHTREE ST NE ATLANTA, GA 30309-3506	SENIOR V.P. 40.00	187,897.	28,655.	NONE
BILL REGEHR 1275 PEACHTREE ST NE ATLANTA, GA 30309-3506	SENIOR V.P. 40.00	171,277.	61,452.	NONE
TOTAL COMPENSATION		1,111,364.	250,090.	2,331.

SCH. A, PART II-A COMPENSATION OF THE 5 HIGHEST PAID FOR PROF. SERV.
=====

MERCER DELTA CONSULTING LLC 1166 AVENUE OF THE AMERICAS, 40TH FLOOR NEW YORK, NY 10036	CONSULTING	309,904.
AMERICAN SYSTEMS CORPORATION P.O. BOX 221201 CHANTILLY, VA 20153-1201	SOFTWARE DEVELOPMENT	257,500.
THE MCGINN GROUP 2300 CLARENDON BLVD., SUITE 901 ARLINGTON, VA 22201	PROFESSIONAL SVCS.	216,380.
BKR METCALF DAVIS 3340 PEACHTREE ROAD, NE, SUITE 2600 ATLANTA, GA 30326	PROFESSIONAL SVCS.	210,664.
KPMG LLP 303 PEACHTREE STREET, SUITE 2000 ATLANTA, GA 30308	AUDIT/TAX SERVICES	207,533.
TOTAL COMPENSATION		----- 1,201,981. =====

SCH. A, PART II-B COMPENSATION OF THE 5 HIGHEST PAID FOR OTHER SERV.
=====

HUMPHRIES AND COMPANY 1890 MAIN STREET, SUITE 200 SMYRNA, GA 30080	OFFICE RENOVATION	2,031,746.
CORPORATE ENVIRONMENTS OF GEORGIA P.O. BOX 101615 ATLANTA, GA 30392	FURNITURE	1,598,071.
CDW DIRECT LLC P.O. BOX 75723 CHICAGO, IL 60675-5723	COMPUTER HARDWARE	1,520,645.
GRAPHIC SOLUTIONS GROUP 8575 COBB INTERNATIONAL BLVD. KENNESAW, GA 30152	PRINTING	1,099,403.
MINDSHARE USA INC P.O. BOX 601689 CHARLOTTE, NC 28260	ADVERTISING	800,000.
TOTAL COMPENSATION		----- 7,049,865. =====

SCHEDULE A, PART III - EXPLANATION FOR LINE 2D

=====

SEE FORM 990, PART V

SCHEDULE A, PART III - EXPLANATION FOR LINE 3A

=====

INDIVIDUALS RECEIVING SCHOLARSHIPS FROM THE ORGANIZATION'S CHARITABLE PROGRAMS ARE SELECTED BY AN APPOINTED INDEPENDENT COMMITTEE. THE SCHOLARSHIPS ARE GIVEN TO THE QUALIFYING RECIPIENT BASED ON CRITERIA ESTABLISHED BY THE BOARD OF DIRECTORS.

SCHEDULE A, PART IV-A - OTHER INCOME

DESCRIPTION	2005	2004	2003	2002	TOTAL
MISCELLANEOUS REVENUE	1,055,675.	1,263,811.	1,363,790.	1,413,090.	5,096,366.
TOTALS	1,055,675.	1,263,811.	1,363,790.	1,413,090.	5,096,366.

SCHEDULE A, PART VI-B - LOBBYING ACTIVITY EXPLANATION

=====

BOYS & GIRLS CLUBS OF AMERICA CONTRACTS WITH PARTIES WHICH ASSIST THEM IN KEEPING ABREAST OF THE LATEST LEGISLATIVE DEVELOPMENTS AND ISSUES THAT MAY AFFECT THE ORGANIZATION AND IN RESPONDING TO THE APPROPRIATE GOVERNMENT AGENCY ON THESE DEVELOPMENTS AND ISSUES. BOYS & GIRLS CLUBS OF AMERICA ALSO CONTRACTS WITH PARTIES WHICH ARE INVOLVED IN LOBBYING FOR STATE FUNDING FOR THE ORGANIZATION. THE EXPENSES FOR LINE D AND G INCLUDE THE PAYMENTS TO THE OUTSIDE FIRMS AND THE INTERNAL COSTS FOR LOBBYING EXPENSES GENERATED BY THE GOVERNMENT RELATIONS. LINE F REPRESENTS THE PAYMENTS TO AFFILIATED ORGANIZATIONS FOR LOBBYING ACTIVITIES.

[illegible]

[illegible]



**BOYS & GIRLS CLUBS
OF AMERICA**

KEY GOVERNANCE DOCUMENTS

CONGRESSIONAL CHARTER

CONSTITUTION

**REQUIREMENTS FOR
MEMBERSHIP**

OPERATING STANDARDS

MEMBERSHIP DUES

IMPACT ASSESSMENT

**STANDARDS OF
ORGANIZATIONAL
EFFECTIVENESS (SOEs)**

Ratified May 4, 2006 at the
Annual National Council
meeting of the corporation.
Effective June 1, 2006

TABLE OF CONTENTS

	PAGE
Congressional Charter	3
Constitution	8
Requirements for Membership	14
Operating Standards for Member Organizations	16
Operating Standards for Clubs and Extensions	18
Membership Dues	20
Commitment to Quality Impact Assessment Standards	21
Standards of Organizational Effectiveness (SOE)	26

CONGRESSIONAL CHARTER

BOYS & GIRLS CLUBS OF AMERICA - INCORPORATION *(Public Law 84-988, S. 4184, approved August 6, 1956, as amended by Public Law 102-199, H.R. 525, approved December 10, 1991)*

An Act to Incorporate the Boys & Girls Clubs of America

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled, That: The following persons: Herbert Hoover, New York, New York; William E. Hall, New York, New York; Albert L. Cole, Pleasantville, New York; James A. Farley, New York, New York; Albert C. Wedemeyer, New York, New York; Matthew Woll, New York, New York; Jeremiah Milbank, New York, New York; Stanley Resor, New York, New York; James B. Carey, Washington, District of Columbia; J. Edgar Hoover, Washington, District of Columbia; Lewis L. Strauss, Washington, District of Columbia; General Robert E. Wood, Chicago, Illinois; Frederic Cameron Church, Boston, Massachusetts; H. Bruce Palmer, Newark, New Jersey; Edgar A. Guest, Detroit, Michigan; Nicholas H. Noyes, Indianapolis, Indiana; George A. Scott, San Diego, California; E. E. Fogelson, Dallas, Texas; Ernest Ingold, San Francisco, California; Jessie Draper, Atlanta, Georgia; Julius Epstein, Chicago, Illinois; and their successors, and Gerald W. Blakeley, Jr., Boston, Massachusetts; Roscoe C. Brown, Jr., Bronx, New York; Cees Bruynes, Stamford, Connecticut; Honorable Arnold I. Burns, New York, New York; John L. Burns, Greenwich, Connecticut; Hays Clark, Hobe Sound, Florida; Mrs. Albert L. Cole, Hobe Sound, Florida; Honorable Michael Curb, Burbank, California; Robert W. Fowler, Atlantic Beach, Florida; Thomas G. Garth, New York, New York; Moore Gates, Jr., Princeton, New Jersey; Ronald J. Gidwitz, Chicago, Illinois; John S. Griswold, Greenwich, Connecticut; Claude H. Grizzard, Atlanta, Georgia; George V. Grune, Pleasantville, New York; Peter L. Haynes, New York, New York; James S. Kemper, Northbrook, Illinois; Plato Malozemoff, New York, New York; Edmund O. Martin, Oklahoma City, Oklahoma; Donald E. McNicol, Esq., New York, New York; Jeremiah Milbank, New York, New York; C. W. Murchison III, Dallas, Texas; W. Clement Stone, Lake Forest, Illinois, and their successors; and are hereby created and declared to be a body corporate of the District of Columbia, where its legal domicile shall be, by the name of the Boys & Girls Clubs of America (hereinafter referred to as the corporation) and by such name shall be known and have perpetual succession and the powers, limitations, and restrictions herein contained.

Completion of Organization

SEC. 1. A majority of the persons named in the first section of this Act are authorized to complete the organization of the corporation by the adoption of a constitution and bylaws, not inconsistent with this Act, and the doing of such other acts (including the selection of officers and employees in accordance with such constitution and bylaws) as may be necessary for such purpose.

Purposes of the Corporation

SEC. 2. The purposes of the corporation shall be to promote the health, social, educational, vocational and character development of youth throughout the United States of America; to receive, invest and disburse funds and to hold property for the purposes of the corporation.

Corporate Powers

SEC. 3. The corporation shall have the power:

- (1) to have succession by its corporate name;
- (2) to sue and be sued, complain and defend in any court of competent jurisdiction;
- (3) to adopt, use and alter a corporate seal;
- (4) to choose such officers, managers, agents, and employees as the business of the corporation may require;
- (5) to adopt, amend, and alter a constitution and bylaws, not inconsistent with the laws of the United States or any State in which the corporation is to operate, for the management of its property and the regulation of its affairs;
- (6) to contract and be contracted with;
- (7) to take by lease, gift, purchase, grant, devise, or bequest from any private corporation, association, partnership, firm or individual and to hold any property, real, personal or mixed, necessary or convenient for attaining the objects and carrying into effect the purposes of the corporation, subject, however, to applicable provisions of law of any State (A) governing the amount or kind of property which may be held by, or (B) otherwise limiting or controlling the ownership of property by a corporation operating in such State;
- (8) to transfer, convey, lease, sublease, encumber and otherwise alienate real, personal or mixed property; and
- (9) to borrow money for the purposes of the corporation, issue bonds therefor, and secure the same by mortgage, deed of trust, pledge, or otherwise, subject in every case to all applicable provisions of Federal and State laws.

Principal Office: Scope of Activities: District of Columbia Agent

SEC. 4. - (a) The principal office of the corporation shall be located in New York City, New York, or in such other place as may be later determined by the Board of Directors, but the activities of the corporation shall not be confined to that place, but may be conducted throughout the various states, territories, and possessions of the United States.

(b) The corporation shall have in the District of Columbia at all times a designated agent authorized to accept service of process for the corporation; and notice to or service upon such agent, or mailed to the business address of such agent, shall be deemed notice to or service upon the corporation.

Membership

SEC. 5. - (a) Eligibility for membership in the corporation and the rights, privileges, and designation of classes of members shall, except as provided in this Act, be determined as the constitution and bylaws of the corporation may provide. Each member of the corporation shall have the right to one vote on each matter submitted to a vote at all meetings of the members of the corporation.

(b) Each organization which is a member of the corporation as provided in the constitution thereof shall be entitled to all the benefits of incorporation under this Act, but such benefits shall cease immediately either upon its resignation from the corporation or in the event that its membership in the corporation is canceled or otherwise terminated by the board of directors, as provided in the constitution of the corporation.

Board of Directors: Composition, Responsibilities

SEC. 6. - (a) Upon the enactment of this Act the membership of the initial board of directors of the corporation shall consist of the present members of the board of directors of the Boys Clubs of America, the corporation described in Sec. 16 of this Act, or such of them as may then be living and are qualified members of said board of directors, to wit: Hoyt Ammidon, New York, New York; Wendell W. Anderson, Detroit, Michigan; Sewell L. Avery, Chicago, Illinois; Richard E. Berlin, New York, New York; Arthur T. Burger, Boston, Massachusetts; Hendry S.M. Burns, New York, New York; John L. Burns, New York, New York; Peter Capra, New York, New York; James B. Carey, Washington, District of Columbia; Colby M. Chester, New York, New York; Frederic C. Church, Boston, Massachusetts; Albert L. Cole, Pleasantville, New York; Carle C. Conway, New York, New York; Donald K. David, New York, New York; Morse G. Dial, New York, New York; Robert W. Dowling, New York, New York; Kempton Dunn, New York, New York; Gilbert D. Eaton, Oakland, California; Julius Epstein, Chicago, Illinois; James A. Farley, New York, New York; Horace C. Flanigan, New York, New York; E.E. Fogelson, Dallas, Texas; Phillip G. Geiger, Pawtucket, Rhode Island; M. Preston Goodfellow, Washington, District of Columbia; J. Peter Grace, Jr., New York, New York; John S. Griswold, New York, New York; Powell C. Groner, Kansas City, Missouri; Edgar A. Guest, Detroit, Michigan; William Edwin Hall, New York, New York; Robert B. Heppenstall, Pittsburgh, Pennsylvania; William Edwin Hill, New York, New York; Allan Hoover, New York, New York; Herbert Hoover, New York, New York; J. Edgar Hoover, Washington, District of Columbia; Arthur Huck, New York, New York; Austin S. Iglehart, New York, New York; Ernest Ingold, San Francisco, California; Edward Ingraham, Bristol, Connecticut; Gordon Jeffrey, Toledo, Ohio; Frank R. Jelleff, Washington, District of Columbia; Grant Keehn, New York, New York; James S. Kemper, Chicago, Illinois; Major William G. Kiefer, Louisville, Kentucky; Philip Le Boutillier, New York, New York; Philip Le Boutillier, Jr., Toledo, Ohio; James A. Linen, New York, New York; John D. Lockton, New York, New York; Fred Looock, Milwaukee, Wisconsin; David I. McCahill, Pittsburgh, Pennsylvania; Charles P. McCormick, Baltimore, Maryland; Everett McCullough, Wichita Falls, Texas; Ira McGuire, Muncie, Indiana; Charles R. Messier, Newark, New Jersey; Jeremiah Milbank, New York, New York; Theodore G. Montague, New York, New York; W. R. Nicholson, Jr., Philadelphia, Pennsylvania; Nicholas H. Noyes, Indianapolis, Indiana; Harry L. Olden, Cincinnati, Ohio; Frank Pace, Jr., New York, New York; August K. Paeschke, Milwaukee, Wisconsin; H. Bruce Palmer, Newark, New Jersey; Richard S. Perkins, New York, New York; Samuel F. Pryor, New York, New York; Stanley Resor, New York, New York; Captain E.V. Rickenbacker, New York, New York; Victor F. Ridder, New York, New York; Frederic E. Schluter, Trenton, New Jersey; George A. Scott, San Diego, California; Irving J. Seher, Milwaukee, Wisconsin; Grant G. Simmons, New York, New York; P.C. Spencer, New York, New York; Clifford L. Strang, Tonawanda, New York; Edward K. Straus, New York, New York; Lewis L. Strauss, Washington, District of Columbia; Kenneth C. Towe, New York, New York; Maxwell M. Upson, New York, New York; Virgil P. Warren, Atlanta, Georgia; Albert C. Wedemeyer, New York, New York; Morgan D. Wheelock, New York, New York; J. Dugald White, New York, New York; Myron A. Wick, Jr., Stamford, Connecticut; Alfred G. Wilson, Detroit, Michigan; William S. Wilson, New York, New York; Matthew Woll, New York, New York; General Robert E. Wood, Chicago, Illinois; Gordon G. Wormal, Santa Barbara, California; E.A. Wright, Detroit, Michigan; Paul S. Young, Schenectady, New York; William Zeigler, Jr., New York, New York.

- (b) Thereafter the board of directors of the corporation shall consist of such number as may be prescribed in the constitution of the corporation, and the members of such board shall be selected in such manner (including the filling of vacancies), and shall serve for such terms, as may be prescribed in the constitution and bylaws of the corporation.
- (c) The board of directors shall be the managing body of the corporation and shall have powers, duties and responsibilities as may be prescribed in the constitution and bylaws of the corporation.

Officers: Election and Duties of Officers

SEC. 7. - (a) The officers of the corporation shall be a chairman of the board of directors, a President, one or more Vice Presidents (as may be prescribed in the constitution and bylaws of the corporation), a Secretary and a Treasurer, and one or more Assistant Secretaries and Assistant Treasurers as may be provided in the constitution and bylaws.

(b) The officers of the corporation shall be elected in such manner and for such terms and with such duties as may be prescribed in the constitution and bylaws of the corporation.

Use of Income: Loans to Officers, Directors or Employees

SEC. 8. - (a) No part of the income or assets of the corporation shall inure to any of its members, directors or officers as such, or be distributed to any of them during the life of the corporation or upon its dissolution or final liquidation. Nothing in this subsection, however, shall be construed to prevent the payment of compensation to officers of the corporation in amounts approved by the board of directors of the corporation.

(b) The corporation shall not make loans to its officers, directors or employees. Any director who votes for or assents to the making of a loan or advance to an officer, director or employee of the corporation, and any officer who participates in the making of such a loan or advance, shall be jointly and severally liable to the corporation for the amount of such loan until the repayment thereof.

Nonpolitical Nature of Corporation

SEC. 9. - The corporation, and its officers and directors as such, shall not contribute to or otherwise support or assist any political party or candidate for public office.

Liability for Acts of Officers and Agents

SEC. 10. - The corporation shall be liable for the acts of its officers and agents when acting within the scope of their authority.

Prohibition against Issuance of Stock or Payment of Dividends

SEC. 11. - The corporation shall have no power to issue any shares of stock or to declare or pay any dividends.

Books and Records: Inspection

SEC. 12. - The corporation shall keep correct and complete books and records of account and shall keep minutes of the proceedings of its members, board of directors, and committees having any authority under the board of directors; and it shall also keep at its principal office a record of the names and addresses of its members entitled to vote. All books and records of the corporation may be inspected by any member entitled to vote, or his agent or attorney, for any proper purpose, at any reasonable time.

Use of Assets on Dissolution or Liquidation Audit of Financial Transactions

SEC. 13. - (a) The financial transactions shall be audited annually by an independent certified public accountant in accordance with the principles and procedures applicable to commercial corporation transactions. The audit shall be conducted at the place or places where the accounts of the corporation are normally kept. All books, accounts, financial records, reports, files, and all other papers, things or property belonging to or in use by the corporation and necessary to facilitate the audit shall be made available to the person or persons conducting the audit; and full facilities for verifying transactions with the balances or securities held by depositories, fiscal agents, and custodians shall be afforded to such person or persons.

(b) A report of such audit shall be made by the corporation to the Congress no later than March 1 of each year. The report shall set forth the scope of the audit and shall include a verification by the person or persons conducting the audit of statements of (1) assets or liabilities, (2) capital and surplus or deficit, (3) surplus or deficit analysis, (4) income and expense, and (5) sources and application of funds. Such report shall not be printed as a public document.

Use of Assets on Dissolution or Liquidation

SEC. 14. - Upon dissolution or final liquidation of the corporation, after discharge or satisfaction of all outstanding obligations and liabilities, the remaining assets, if any, of the corporation shall be distributed in accordance with the determination of the board of directors of the corporation and in compliance with the constitution and bylaws of the corporation and all Federal and State laws applicable thereto.

Transfer of Assets

SEC. 15. - The corporation may acquire the assets of the Boys' Clubs of America, a corporation organized under the laws of the Commonwealth of Massachusetts, upon discharging or satisfactorily providing for the payment and discharge of all of the liability of such corporation and upon complying with all laws of the Commonwealth of Massachusetts applicable thereto.

Reservation of Right to Amend or Repeal Charter

SEC. 16. - The right to alter, amend or repeal this Act is expressly reserved.

BOYS & GIRLS CLUBS OF AMERICA CONSTITUTION

Successor to Boys' Clubs of America, Inc.

(As Amended and Restated through May 4, 2006)

PREAMBLE

The Boys & Girls Club Movement is a nationwide affiliation of local, autonomous Member Organizations and Boys & Girls Clubs of America working to help youth of all backgrounds.

Boys & Girls Clubs are recognized as leading advocates for youth who provide girls and boys with effective diverse programs and services; and demonstrate that caring adults can truly help young people grow into contributing human beings with the necessary skills for living.

Boys & Girls Clubs are united by a common mission to enable all young people, especially those who need us most, to reach their full potential as productive, caring, responsible citizens.

Boys & Girls Clubs believe that the following principles developed by our founders are important and viable: providing hope and opportunity for youth; a focus on youth most in need; a system of informal guidance; opportunities for youth to develop ongoing relationships with caring adults; a unique youth development philosophy; and a commitment to character development that also provides fun, diverse and interesting experiences for youth.

We therefore, reaffirm these beliefs and principles and adopt this Constitution.

Article I - Name

The name of the Corporation shall be BOYS & GIRLS CLUBS OF AMERICA.

Article II - Purposes

Section 1 - The purposes of this nonprofit, charitable, educational Corporation shall be to promote the health, social, educational, vocational and character development of all youth throughout the United States of America; to receive, invest and disburse funds and to hold property for the purposes of the Corporation.

Section 2 - These purposes shall be achieved by providing national leadership in the development of the Boys & Girls Clubs of America Movement; developing activities which will enable Member Organizations to render better service to their members; and providing assistance to communities in the establishment of new Clubs.

Article III - Board of Governors

Section 1 - The business, property and affairs of the Corporation shall be managed by a board of directors who shall be known as the Board of Governors which shall have the power to establish policies not inconsistent with those established by the National Council; to initiate, approve and carry out plans and programs of service to Member Organizations; to elect Member Organizations; to charter new Clubs; to adopt the annual budget of the Corporation; to borrow money; to raise and disburse funds; to invest and reinvest funds of the Corporation; to sell, buy and exchange properties and securities of the Corporation; to make contracts; to appoint, or delegate the power to appoint,

employees of the Corporation and fix their compensation; to appoint or delegate the power to appoint certain standing committees (in addition to the Executive Committee and the Board Governance Committee) at least a majority of the members of each of which shall be members of the Board of Governors; and to perform such other duties and exercise such other powers as may be necessary to carry out the purposes of the Corporation.

Section 2 - The Board of Governors of the Corporation shall consist of at least twenty-one (21) members. The members of the Board of Governors shall be elected by the National Council, by a plurality vote at the annual meeting of the National Council and each shall serve a term of three years or until a successor is elected and qualified.

Section 3 - The Board of Governors shall have power to fill vacancies in its own membership caused by any reason whatsoever until a successor or successors are elected by the National Council.

Section 4 - The Board of Governors may establish Trustee groups of the Corporation to further the mission, goals and objectives of the Boys & Girls Club Movement. The Board of Governors shall elect a Chairman for each Trustee group.

Section 5 - The Board of Governors shall have no control over the affairs of the Member Organizations, including, but not limited to, safety; compliance with federal, state, and local laws; physical facilities; finances; policies and programs; and personnel policies and decisions. The Board of Governors shall have no authority to hire, terminate, discipline, fix the compensation of, prescribe the duties of, or establish the terms of employment of the officers and employees of Member Organizations.

Article IV - Membership

Section 1 - The membership of the Corporation shall consist of Member Organizations which operate one or more Clubs in accordance with requirements for membership and operating standards established by the National Council of the Corporation and which have been elected to membership by the Board of Governors of the Corporation.

Section 2 -- Any Member Organization may resign from the Corporation upon written notice addressed to the Secretary of the Corporation.

Section 3 -- If any Member Organization does not meet the established requirements for membership or operating standards, upon written notice, the membership of such Member Organization or any Club within such Member Organization may be terminated, put on provisional status or otherwise conditioned. Decisions to terminate membership will be in the judgment of the Board of Governors of the Corporation, who can authorize the President to take such action on their behalf. Decisions to put on provisional status or otherwise condition membership will be in the judgment of the President of the Corporation.

Section 4 -- Member Organizations shall have control of their own affairs, including but not limited to safety; compliance with federal, state and local laws; physical facilities; finances; policies and programs, and personnel policies and decisions. Member Organizations shall have sole authority to hire, to terminate, to discipline, to fix the compensation of, to prescribe the duties of and to establish the terms of employment of its employees and officers. Neither the Board of Governors of the Corporation nor the Corporation itself shall have authority with respect to employment policies or decisions of Member Organizations.

Article V - The National Council

Section 1 - The policies of the Corporation shall be determined by a National Council which shall also, as provided in this Constitution, establish requirements for membership in the Corporation; establish operating standards; elect members of the Board of Governors; determine annual membership dues to be paid by Member Organizations and act on all matters which may properly come before it.

Section 2 - The National Council shall consist of one (1) delegate or one (1) alternate designated annually by each Member Organization and the individuals provided for in Article V, Section 4 below, all of whom shall be deemed Members of the National Council.

Section 3 - Each Member Organization shall have the right to one vote either by its delegate or alternate, or by proxy on matters submitted to a vote at meetings of the National Council.

Section 4 - All members of the Board of Governors of the Corporation, Professional Officers, each professional member of the National Staff of the Corporation, and all Chairmen of Area Councils, as hereinafter established, shall be Members of the National Council during their respective terms of office and each shall be entitled to be present at any meeting of the National Council and to speak on any question but shall not be entitled to vote.

Section 5 - The National Council shall have no authority to hire, terminate, discipline, fix the compensation of, prescribe the duties of, or establish the terms of employment of the officers and employees of Member Organizations, or to otherwise establish personnel policies for Member Organizations.

Article VI - Meetings of the National Council

Section 1 - The annual meeting of the National Council shall be held at the time and place of the annual national conference of the Corporation, or at any other time and place as may be fixed by the Board of Governors of the Corporation. At least sixty (60) days before the date of the annual meeting of the National Council, the Secretary of the Corporation shall send notice of the time and place of the meeting and submit an itemized agenda of the business to come before the meeting to each Member Organization and to the individual Members of the National Council. Items not on the agenda may be introduced for discussion at the annual meeting but will not be voted upon at such meeting.

Section 2 - In case of failure by the Board of Governors to fix the time and place of the annual meeting of the National Council as herein provided, any twenty-five (25) Member Organizations may request that an annual meeting be called by the Board of Governors.

Section 3 - Special meetings of the National Council shall be held at the call of the Board of Governors; provided notice shall be given by the Secretary of the Corporation of the time, place and purposes of such meeting to the members of the National Council at least thirty (30) days before the date of such meeting. No action, however, shall be taken at such meeting upon any matters other than those stated in such notice.

Section 4 - Twenty-five percent (25%) of the voting Members of the National Council present in person or by proxy shall constitute a quorum at any meeting of the National Council, but in the absence of a quorum, a majority of those voting Members present at the time and place set for a meeting may take an adjournment from time to time until a quorum is present.

Section 5 - The Chairman of the Board of Governors shall be Chairman of the National Council and in the event of the Chairman's absence; the Chairman-elect of the Board of Governors shall act as Chairman thereof. In the absence of both the Chairman of the Board of Governors and the Chairman-elect of the Board of Governors, any Vice Chairman of the Board of Governors shall act as

Chairman of the National Council.

Section 6 - At all meetings of the National Council, all matters shall be determined by a majority vote of the Member Organizations present in person or by proxy, unless otherwise provided by this Constitution.

Article VII - Board Governance Committee

Section 1 - At each annual meeting of the National Council the Members of the National Council shall elect, or authorize the Chairman of the Board of Governors to appoint the members of a Board Governance Committee comprised of at least three (3) Members of the National Council, whose duty shall be to present to the National Council at its next annual meeting following such election, nominations for members of the Board of Governors.

Section 2 - Any Member of the National Council may nominate candidates for the Board of Governors of the Corporation. Such nominations shall be sent in writing to the Board Governance Committee at least one hundred and twenty (120) days prior to the annual meeting of the National Council.

Article VIII - Executive Committee

The Chairman of the Board of Governors may appoint an Executive Committee consisting of the officers of the Corporation and such members of the Board of Governors as the Chairman shall appoint. Said Committee shall have all the responsibility and powers and exercise all the authority of the Board of Governors in the management of the business of the Corporation during intervals between meetings of the Board of Governors. The members of the Executive Committee shall serve until their successors are elected or appointed, or until they are removed by the Board of Governors. The Chairman of the Board of Governors shall serve as Chairman of the Executive Committee.

Article IX - Officers

Section 1 - The Board of Governors shall elect from among the volunteers in its membership, a Chairman of the Board, a Chairman-elect, one or more Vice Chairmen, a Treasurer, and a Secretary, each for a term of one (1) year, with the exception of the Chairman and Chairman-elect who shall serve for a term of two (2) years, or until his or her respective successor is elected and shall qualify (the "Volunteer Officers").

Section 2 - The Board of Governors shall elect, a President of the Corporation, an Assistant Secretary of the Corporation and an Assistant Treasurer of the Corporation, each of whom will be, or upon such election become, a professional member of the National Staff of the Corporation, each for a term of one (1) year or until his or her respective successor is elected and shall qualify (collectively, the "Professional Officers").

Section 3 - The Board of Governors shall have the authority to fill any vacancy in any office described in this Article IX occurring by any reason whatsoever.

Section 4 - The Board of Governors shall fix the compensation of and prescribe the duties and terms of employment of the President of the Corporation and the President of the Corporation shall direct the compensation, duties and terms of the other Professional Officers and employees of the Corporation subject to, and in accordance with, the instructions of the Board of Governors.

Section 5 - The National Council or the Board of Governors may elect life or honorary governors, who shall attend such meetings of the Board of Governors as the Board of Governors shall from time to time determine; but none of such honorary members of the Board of Governors shall have or

exercise any of the powers of the members of the Board of Governors of the Corporation; however, life members shall have all of the rights and privileges of the Board of Governors.

Article X - Area Councils

Section 1 - The Board of Governors shall provide for the establishment of a National Area Council Committee which shall include at least two, but not more than four representatives of Member Organizations from each of the regions of the Corporation. The National Area Council Committee shall provide for the establishment of Area Councils and shall designate areas in which each Area Council shall function.

Section 2 - The membership of each Area Council shall consist of at least one volunteer member of the governing body of each Member Organization in the area of such Area Council and the Chief Professional Officer of each such Member Organization.

Section 3 - Area Councils shall be created to provide a liaison function between constituent Member Organizations and the Corporation, to provide a forum for constituent Member Organizations and for any other purpose consistent with the purposes and policies of the Corporation; provided, however, that in promoting any of such purposes, no Area Council shall commit or subject the Corporation to any obligation without the Corporation's prior express written consent.

Section 4 -- The Area Councils shall have no authority to hire, terminate, discipline, fix the compensation of, prescribe the duties of, or establish the terms of employment of the officers and employees of Member Organizations within each Area Council's area, or to otherwise establish personnel policies for those Member Organizations.

Article XI - Membership Dues

In return for the privileges of membership, Member Organizations shall pay annual membership dues to the Corporation in such amounts and on such terms and conditions as the National Council may from time to time determine.

Article XII - By-Laws

The Board of Governors of the Corporation shall have the power to adopt by-laws regulating the affairs and prescribing the duties of the officers of the Corporation, which by-laws shall not be inconsistent with this Constitution.

Article XIII - Use of Assets on Dissolution and Use of Income

Section 1 - Upon the dissolution of the Corporation, the Board of Governors shall, after paying or making provision for the payment of all of the liabilities of the Corporation, dispose of all of the assets of the Corporation exclusively for the purposes of the Corporation in such manner or to such organization or organizations organized and operated exclusively for charitable, educational, religious or scientific purposes as shall at the time qualify as an exempt organization or exempt organizations under Section 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue law) as the Board of Governors shall determine. Any of such assets not disposed of shall be disposed of by a court of competent jurisdiction, in which the principal office of the Corporation is then located, exclusively for such purposes or to such organization or organizations as the court shall determine which are organized and operated exclusively for such purposes.

Section 2 - No part of the net earnings of the Corporation shall inure to the benefit of or be distributable to its directors, officers, or other private persons, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make

payments and distributions in furtherance of its charitable purposes.

Article XIV - Indemnification

In accordance with and subject to the policies and procedures established by the Board of Governors, the Corporation shall, to the fullest extent permitted by the District of Columbia Nonprofit Corporation Code, indemnify, defend and hold harmless each member of the Board of Governors, officer, employee, or agent of the Corporation from and against any and all liabilities, costs and expenses (including attorneys' fees and expenses) reasonably incurred by him or her or on his or her behalf in connection with any legal action or proceeding to which he or she may be a party by reason of his or her being or having been a member of the Board of Governors, officer, employee or agent of the Corporation, or by reason of any action alleged to have been taken or omitted by him or her in such capacity. The indemnification provided for herein shall not be deemed exclusive of any other rights to which those indemnified may be entitled under any constitution, by-law, agreement, vote of disinterested member of the Board of Governors, or otherwise.

Article XV - Amendments

This Constitution may be amended upon the affirmative vote of two-thirds of the Member Organizations present in person or by proxy at any meeting of the National Council; provided, however, that a copy of each proposed amendment to be considered at any meeting of the National Council shall have been mailed to each Member Organization and each Member of the National Council at least sixty (60) days before the date of such meeting.

REQUIREMENTS FOR MEMBERSHIP

RIGHTS AND RESPONSIBILITIES

When an organization is accepted as a Member Organization of Boys & Girls Clubs of America the following rights and privileges of membership are conferred:

- The right to be identified with the Boys & Girls Club Movement.
- The right to receive services from Boys & Girls Clubs of America.
- The right to participate in and vote at annual meetings of the National Council.

Member Organizations assume the following obligations:

- To fully comply with all requirements for membership and operating standards adopted by the National Council.
- To act in accordance with the Constitution of Boys & Girls Clubs of America and any policies or procedures adopted by the National Council.

Boys & Girls Clubs of America, the national organization, assumes the following responsibilities to its Member Organizations:

- To uphold the articles and provisions of the Constitution.
- To assist with the establishment of new Boys & Girls Clubs.
- To provide services to further the purposes of the Boys & Girls Club Movement.

Article I – Eligibility Requirements

Any corporation, association, or administrative committee or otherwise named governing body of responsible citizens, selected irrespective of race, color, creed, sex, age, religion, disability, or national origin may be elected to membership by the Board of Governors or Executive Committee of Boys & Girls Clubs of America if it meets the following requirements:

Section 1 – Definitions

- A. "Member Organization" shall mean a corporation, association, administrative committee or otherwise named governing body which operates one or more Clubs in accordance with requirements and operating standards herein, and which has been admitted to membership in the Boys & Girls Clubs of America.
- B. "Club" shall mean a Club or Unit which meets the requirements and operating standards established herein and has been chartered by Boys & Girls Clubs of America.
- C. "Extension Club" shall mean a Club meeting the requirements and operating standards set forth in Article III below and operated as an extension of a parent Club and whose members are also members of the parent Club, and are eligible to participate in its activities.

Section 2 – Name

It shall have as the first words in its title "Boys & Girls Club(s) of..."

Section 3 - Purpose

It shall include in its purpose the health, social, educational, vocational, character development and guidance of the members of the Clubs it operates.

Section 4 – Organization

- A. It shall have a board of directors, executive committee, administrative committee, or otherwise named governing body of responsible citizens and shall designate one member of such a governing body who is not an employee of such Member Organization or of the Clubs it operates as the Chief Volunteer Officer. Such governing body shall have complete authority and control over all aspects of the Member Organization's operations, programs, finances, facilities and personnel. Boys & Girls Clubs of America shall have no authority whatsoever with respect to any such control or authority of any such governing body.
- B. No more than two of the members of such governing body may be employees of such Member Organization or of the Club(s) it operates.
- C. It shall operate one or more Clubs which meet the requirements for membership and operating standards.

Section 5 – Constitution, By-laws, Rules

It shall be governed by a Constitution, by-laws or rules which are not inconsistent with the requirements for membership.

Section 6 – Chief Professional Officer

It shall employ a full-time paid professional (the "Chief Professional Officer") who shall be responsible directly to the aforesaid governing body and shall have executive and administrative control of the activities and personnel of the Member Organization in accordance with policies and procedures established by said governing body. Each newly appointed Chief Professional Officer who has not been a Chief Professional Officer of another Member Organization shall attend a new Chief Professional Officer orientation sponsored by Boys & Girls Clubs of America within the first eight (8) months of such appointment.

Section 7 – Funding

It shall have funds in hand or pledged for the first year of operation, and there shall be a financial plan of funds for operation in future years.

Section 8 – Service Mark

It shall display the current service mark of Boys & Girls Clubs of America on the outside of its buildings and on all appropriate printed matter and comply with approved graphic standards.

Article II – Operating Standards for Member Organizations

Each Member Organization shall:

Section 1 – Audit

Cause an audit of its financial accounts to be made and reported upon annually by an independent certified public accountant and cause a copy of such audit and management letter, if issued, thereof to be sent to Boys & Girls Clubs of America and shall maintain its financial records in accordance with generally accepted accounting principles for non-profit organizations. Member Organizations with annual revenues totaling less than \$100,000 may submit a review of financial statements by an independent public accountant in lieu of such audit.

Section 2 – Compliance

Comply with all applicable federal, state and local laws and reporting requirements and conduct its business with high ethical standards.

Section 3 – Records

Keep satisfactory records of the youth served by the Clubs it operates, their activities, programs and attendance.

Section 4 – Dues

Pay to Boys & Girls Clubs of America annual membership dues as determined by the National Council.

Section 5 – Benefits

- A.** Make the following benefits available to its full-time employees and pay at least 50 percent of the cost of such benefits:
 - I. Comprehensive major medical coverage.
 - II. Group life insurance.
 - III. A retirement program which is qualified under applicable Internal Revenue Service regulations.
 - IV. A long-term disability plan.
- B.** Maintain a salary structure that is competitive with other local organizations and agencies seeking similarly trained and experienced people.
- C.** Review, at least annually, its employment policies and procedures and take requisite steps to achieve or maintain compliance with equal employment opportunity regulations based on applicable federal, state and local laws and regulations as are in effect from time to time.

Section 6 – Liability Insurance

Maintain comprehensive, general liability coverage with a combined minimum single limit of coverage in the amount of at least \$1 million which shall be extended to name Boys & Girls Clubs of America as an additional insured and file a certificate of insurance with Boys & Girls Clubs of America annually.

Section 7 – Organizational Assessment

- A.** Conduct, every third year, an organizational assessment in consultation with Boys & Girls Clubs of America and utilizing its respective governing body, staff, and other appropriate entities based on "Standards of Organizational Effectiveness" approved by the National Council and submit a report of this assessment to Boys & Girls Clubs of America.
- B.** Maintain a rating of "operational" as defined by the "Standards of Organizational Effectiveness". Such rating shall be determined and assigned by the governing body of each Member Organization.

Section 8 -- Communication

Maintain at least one computer capable of electronic communication with Boys & Girls Clubs of America.

Section 9 – Background Checks

Conduct criminal background checks of all employees and volunteers who have repetitive direct contact with children. Such checks should be of the type that would disclose, at minimum, sexual offenders and include a Social Security number trace and a national criminal file check. Such checks shall be conducted prior to employment and at regular intervals, not to exceed twenty-four (24) months.

Section 10 – Code of Ethics

Establish and maintain a Code of Ethics that addresses, at minimum, conflicts of interest, records retention and whistleblower protection in accordance with best practices for non-profit organizations. All staff and board members will sign the Code of Ethics each year.

Section 11 – Annual Report

Render to Boys & Girls Clubs of America an annual report of its organization, membership, activities, attendance, finances and cause the Chief Professional Officer and Chief Volunteer Officer to attest to compliance with the requirements for membership and operating standards.

Article III - Operating Standards for Clubs and Extension Clubs

Each Club which meets the following operating standards may be chartered as a Club by the Board of Governors or Executive Committee of Boys & Girls Clubs of America.

Section 1 – Facilities

It shall have a Clubhouse or separate Club quarters which can be identified as a Club for its members. Use by any others shall not substantially limit the use of rooms, facilities and equipment by the members.

It shall have sufficient floor area and room spaces, suitably equipped for carrying on a diversified and constructive program of activities.

Section 2 - Unit Director

Each Member Organization shall employ a Unit Director for each separate Club it operates for at least as many hours per week as such Club is in operation. The Chief Professional Officer of the Member Organization may, however, act as a Unit Director of one of such Clubs.

Section 3 - Club Staff

Each Club shall have and maintain sufficient paid and volunteer staff qualified in personality, character, experience, education and training for the leadership and guidance of its members. Each activity of each such Club shall be supervised by Club staff qualified to supervise such activity.

Section 4 - Members

Each Club shall have at least one hundred members enrolled in any twelve-month period, who shall be between the ages of 6 and 18.

Each Extension Club shall have at least 50 members between the ages of 6 and 18 enrolled in any twelve-month period.

Membership dues and fees shall be within the means of its members and shall not be so large as to exclude any individual from membership and participation.

Section 5 – Extent of Operations

Each Club shall be open and shall make activities available to its members at least ten months per year, five days per week and four hours per day.

Each Extension Club shall be open and shall make activities available to its members at least eight months per year, three days per week and three hours per day.

Section 6 – Activity Access

Each Club shall be available for use by any and all members in all the days and hours such Club is open, to the extent feasible in light of the available facility and activity schedules which are subject to reasonable age and individual restrictions.

Section 7 – Program

Each Club shall maintain a high quality program of varied and diversified activities and shall conduct an annual program assessment using standards adopted by the National Council. There shall be no instruction in or promotion of any sectarian or political belief.

Section 8 – Safety

Each Club facility shall be maintained in a satisfactory state of cleanliness and sanitation and shall comply with all applicable federal, state and local laws for protection and safety.

Membership Dues

Each Member Organization shall pay dues annually to Boys & Girls Clubs of America based on its total operating expenses of the previous year. The amount of dues is determined by the following formula:

CLUB OPERATING EXPENSES	RATE OF DUES PAYABLE
\$99,999 or less	1.25 percent of the total amount.
\$100,000-\$199,999	\$1,500 plus 1 percent of the excess over \$100,000
\$200,000-\$499,999	\$2,500 plus .5 percent of the excess over \$200,000
\$500,000-\$999,999	\$4,000 plus .25 percent of the excess over \$500,000
\$1,000,000 – \$4,999,999	\$6,000 plus .25 percent of the excess over \$1,000,000
Over \$5,000,000	\$15,000 plus .25 percent of the excess over \$5,000,000

Dues are payable in full by October 1. Membership of a Member Organization may be terminated for non-payment of dues.

A system of fees for special services, which are unusual and over and above those normally expected to result from the payment of dues, shall be established by the President of Boys & Girls Clubs of America with the approval of the Board of Governors.



**BOYS & GIRLS CLUBS
OF AMERICA**

Commitment to Quality Impact Assessment

To be elected into membership or retain membership in Boys & Girls Clubs of America, an organization must meet a set of minimum requirements for membership and meet operating standards established by the National Council. Those requirements and standards state what are acceptable practices. One of the operating standards states, "Each Club shall maintain a high quality program of varied and diversified activities and shall conduct an annual program assessment using standards adopted by the National Council."

The following standards were adopted at the 2005 annual meeting of the National Council.

TRANSITIONS

Transitions are the manner in which young people join the Club, enter the building, move between program spaces and exit the facility. Transitions are key for members to feel safe, have a positive daily experience and have a sense of belonging.

1. The Club has clearly defined, written and posted organizational policies for how members enter and exit the building.
2. During Club hours of operation, a responsible adult monitors and observes the entry and exit of all Club members and visitors. The entrance to the Club strongly communicates that members have entered a safe place.
3. Staff and volunteers enthusiastically greet every member and parent using his or her first name as soon as he or she enters the Club or program area.
4. 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.
5. 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 includes a facility tour, introduction of staff and connection with active Club members.
6. The Club has a reliable system for keeping track of coats, backpacks and other belongings.
7. Displays at all entrances and throughout the Club clearly indicate daily, weekly and monthly schedules in an attractive and inviting manner.

SAFE, POSITIVE ENVIRONMENT

The Club facility, staff, and program offerings produce a sense of physical and emotional safety for Club members. Limits and rules are set, well understood and consistently enforced. The Club establishes clear boundaries and creates age-appropriate settings for Club members. A sense of continuity and predictability is established and maintained.

1. 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.
2. Facilities and equipment are first class (clean, bright, in good repair, relevant, up to date and representative of the input and interests of members), well-ventilated and lit, with emergency procedures posted and first aid kits accessible.
3. Policies and procedures are in place to ensure that all members and parents understand and meet the Club's behavior expectations.
4. Staff members, volunteers and junior staff are clearly identified.
5. Staff are consistently aware of the Club's atmosphere and members' safety. Staff are trained to foresee potential threats and handle emergency situations as outlined in the organization's policies and procedures manual.

FUN

The Club facility, staff, and program offerings create a welcoming and positive environment that allows members to engage in play, enjoy their playtime, and be happy and eager to come to the Club.

1. Fun is infused in most aspects of the Club. The Club offers a variety of engaging program opportunities throughout the Club at all times, frequent exciting, spontaneous, on-the-spot fun activities, special events and field trips for every age group.
2. The environment is fun. It displays vibrant colors, is relaxed and comfortable, has multiple opportunities for engagement, is stimulating and encourages discovery and exploration.
3. Staff are dedicated to having fun with members and become engaged in all activities. Staff share and model their personal interests with members.

SUPPORTIVE RELATIONSHIPS

The Club ensures that every young person feels connected to one or more adults and has friendships with peers. 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. The Club enables members to establish relationships with their peers, build quality friendships and learn how to work through differences in appropriate ways.

1. Staff know members' names, personal situations and interests (what excites them). They continually support, acknowledge and affirm members.

2. Staff are trained and available to provide informal guidance in problem solving, conflict resolution, decision making and goal setting.
3. Staff are deliberate in identifying and supporting members who have trouble adjusting to the Club.
4. Staff model behaviors and attitudes that lead to success.
5. The Club supports the development of positive friendships with peers for all members.
6. There are program spaces in the Club arranged to encourage quiet reflection, small-group conversations and safe interactions with staff and volunteers.

OPPORTUNITIES AND EXPECTATIONS

Club staff and programs consistently communicate the expectation that every child 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 Club member. The Club then provides opportunities for youth to realize these expectations.

1. 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, providing opportunities for skill and character development for youth of all ages.
2. Staff members implement a wide range of **Character Development and Leadership** programs for all members of the Club.
3. Staff members implement a wide range of **Education and Career Development** programs for all members of the Club.
4. Staff members implement a wide range of **Health and Life Skills** programs for all members of the Club.
5. Staff members implement a wide range of **Arts** programs for all members of the Club.
6. Staff members implement a wide range of **Sports, Fitness and Recreation** programs for all members of the Club.
7. There is a high expectation that every Club member demonstrate technological and Internet literacy, and the Club provides opportunities for members to develop these skills.
8. Programs, activities and events are designed and implemented to promote and support the development of positive relationships, cooperation, friendships and/or cultural appreciation.
9. Staff consistently express high expectations for all members' character, citizenship, leadership, health, wellness and avoidance of risk behaviors. These expectations are communicated through all programs and relationships. All members are expected to be good citizens of the Club, the community and the world.

10. The Club has high expectations for members' academic success, graduation, post-secondary education and career plans.
11. Club members are empowered with the freedom and latitude to plan their time and pursue their age-appropriate interests.

RECOGNITION

The Club takes every opportunity to recognize and validate the achievements and accomplishments of Club members. Recognition enables members to set higher expectations. The Club must frequently and consistently acknowledge and affirm the accomplishments of members formally and informally.

1. Staff continuously seek every opportunity, formally and informally, to recognize the participation and all achievements and accomplishments of every member.
2. Members' work and achievements are prominently displayed throughout the Club and the community, creating a setting where youth feel that what they do is important and appreciated.
3. Intrinsic and extrinsic rewards and incentives are offered periodically to motivate and encourage members.

TEENS

Teens drive the development of different programs and offerings that meet their specific needs and interests. Teens are positive role models and leaders at the Club.

1. Providing service to a significant number of teens is highly valued by the Club.
2. The Club experience for teens is developmentally appropriate and significantly different than that of younger members; it emphasizes more privileges, responsibility, greater input and ownership. Club members are supported during their transition to the teen program.
3. Teens spearhead the development and implementation of programs and activities that are in touch with their specific needs and interests.
4. The Club has an active junior staff program that members aspire to join.
5. Teen members have visible leadership roles throughout the Club. Teens model positive character attributes including acceptance of others.

OVERALL CLUB OPERATIONS AND PROGRAM PLANNING

The Club engages in practices that positively support its staff, facility, program and partnership with family and community.

1. Club leadership has a high expectation that the Club will always provide the best possible experience to Club members. Staff believe in the ability of every youth to succeed and that everything the Club does will be world class.
2. The Club consistently operates at capacity based on available space and hours of operation.

3. For a traditional Club, the facility is open a minimum of five hours per day on school days, and six hours on Saturdays and during summer. Hours of operation on non-school days reflect community needs.
4. The Club has an annual written membership recruitment and outreach strategy that sets targets for membership recruitment and retention.
5. Membership fees are affordable. Fees reinforce a member's ownership in the Club, but do not exclude anyone from participation.
6. Staff meet weekly to discuss and coordinate program plans, evaluate activities and programs, and discuss the needs of Club members.
7. The facility is friendly and vibrant with numerous bulletin boards that are colorful and up to date. The Club 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.
8. The Club has an ongoing system for measuring and assessing the reach and impact of the Club.
9. The Club has a rotating schedule of activities specific to program areas. Activity schedules posted on bulletin boards and announcements are fun, yet clear, and emphasize routine and predictability.
10. The Club director and staff have collaborative relationships, partnerships and regular ongoing communication with key community partners.
11. The Club strives to be the hub of community activities for young people and serves as a beacon of fun, hope and opportunity.
12. Parents are seen as partners, encouraged to be involved in all aspects of the Club program and invited to participate in specific family activities.
13. The Club advocates on behalf of families for services provided by other community organizations.
14. The Club provides services to youth through partnerships with schools and other organizations.
15. The Club has a high percentage of members participating frequently.



**BOYS & GIRLS CLUBS
OF AMERICA**

STANDARDS OF ORGANIZATIONAL EFFECTIVENESS

**Approved at the May 4, 2006 Annual Meeting of the
National Council
Effective June 1, 2006**

PROPOSED STANDARDS OF ORGANIZATIONAL EFFECTIVENESS (SOEs) BOARD GOVERNANCE

Topic Summary	Developing	Operational	Advancing	Excelling
A. BOARD DEVELOPMENT PROCESS	<input type="checkbox"/> There is an informal process for identifying and recruiting board members, not necessarily based on the organization's goals and objectives	<input type="checkbox"/> The organization has and utilizes a written, board-driven process for the identification, selection, recruitment and orientation of board members based on its goals and objectives. Individual responsibilities, as well as collective roles of board volunteers are written and clearly defined.	<input type="checkbox"/> The organization utilizes a written, ongoing board development process, which includes identification, recruitment, selection, orientation, ongoing evaluation and recognition. 60% of eligible board volunteers are recognized using BGCA's National Service Recognition Awards or equivalent recognition program.	<input type="checkbox"/> The organization has one or more board members who are Movement leaders and who share models for a written board development process, which includes identification, recruitment, selection, orientation, ongoing evaluation and recognition. 80% of all eligible board volunteers are recognized using BGCA's National Service Recognition Awards or equivalent recognition program.
B. BOARD MEMBERSHIP	<input type="checkbox"/> The board has few, if any, active community leaders who influence community decisions and resources. There is little board involvement that fulfills the organization's needs.	<input type="checkbox"/> The board has some recognized business and public leaders who influence community decisions and resources. The organization has a board-approved code of ethics and conflict of interest policy on which individual board members sign off on an annual basis. There is a moderate level of board involvement in the appropriate areas of the organization, and the board has begun to establish a good relationship with local, state and federal government officials.	<input type="checkbox"/> The board consists mainly of business and public leaders who influence decisions and resources and who are involved in meeting most of the organization's needs. The board has good relationships with local, state and federal government officials who understand the value of Boys & Girls Clubs.	<input type="checkbox"/> The board consists of business and public leaders who influence decisions and resources, provide effective governance, generate needed resources and are actively involved in meeting the organization's needs. The board has excellent relationships with local, state and federal officials.

Topic Summary	Developing	Operational	Advancing	Excelling
C. GOVERNANCE LEADERSHIP AND COMMITTEE STRUCTURE	<input type="checkbox"/> The board has no functioning committees and/or task groups. There is little structure and minimum officer involvement. No board governance is evident. The chief professional officer (CPO) does not receive a formal annual performance review.	<input type="checkbox"/> There are appointed committee and/or task group teams with chairs that occasionally meet and act on responsibilities. Officers are elected and involved in assigned roles. The board is in compliance with organizational by-laws. The chief volunteer officer (CVO) has been provided a BGCA orientation on the Core Promises and has signed a statement of understanding. A written, board-driven strategic plan addressing strategic initiatives (collaboration, merger, growth with impact, etc.) is in place. The CPO receives an annual written performance review.	<input type="checkbox"/> The board has organized, functioning committees and/or task groups with chairs that make written recommendations for board action. Officers are functioning in accordance with defined leadership roles and a written succession plan for board leadership is in place. A written, board-driven strategic plan is integrated into board and committee/task group meetings. The CPO receives a formal annual written performance review based on measurable objectives linked to the strategic plan and agreed on by the board leadership and the CPO.	<input type="checkbox"/> Committees/task groups have defined written objectives consistent with the organization's written strategic plan. Officers lead board member involvement and are given new leadership opportunities to support the organization's written board succession plan. With input from external and community stakeholders, a written strategic plan is updated and reviewed annually that includes clear benchmarks and outcomes. An evaluation of effectiveness is completed annually.
D. BOARD EDUCATION AND PARTICIPATION	<input type="checkbox"/> There is very little or no planned education or participation by board members in Boys & Girls Clubs of America events and training. There is little use of BGCA board development training tools or equivalent board training. The chief volunteer officer (CVO) is registered on bgca.net	<input type="checkbox"/> There is board participation in Area Council events, state alliances, and board leadership conferences. All board members have attended a local board member orientation and received and reviewed the BOARDROOM new board member CD ROM. The CVO has received and reviewed the BOARDROOM CVO Guide and Toolkit CD ROM. Officers and committee chairs are registered on bgca.net.	<input type="checkbox"/> The organization has strategic board representation/participation at key BGCA and other events including Area Council meetings, state alliances, board leadership conferences and the National Conference. Board officers meet the Silver Level of the BOARDROOM Board Education Skills Training (BEST) program (8 modules) or equivalent training every three years. 50% of board members are registered on bgca.net	<input type="checkbox"/> Board officers and committee chairs meet the Gold Level of the BOARDROOM BEST program (12 modules) or equivalent training every three years. Board members are actively engaged; take initiative and plan continuous learning opportunities; share/seek best practices and are active in planned continuing education for board volunteers.
E. BOARD FINANCIAL GIVING	<input type="checkbox"/> At least 50% of board members make a personal unrestricted gift to the annual campaign.	<input type="checkbox"/> At least 75% of board members make a personal unrestricted gift to the annual campaign. The chief volunteer officer (CVO) personally solicits those members who are not giving. The board has been informed about the purpose and goals of "One Campaign."	<input type="checkbox"/> 100% of board members make a personal unrestricted gift to the annual campaign. All board members have a written annual personal giving plan. 25% of the individual board members make a written commitment to the Club's endowment program.	<input type="checkbox"/> 90% of all board members achieve their personal giving plans. 50% of the individual board members make a written commitment to the Club's endowment program.

Topic Summary	Developing	Operational	Advancing	Excelling
F. BOARD MEETINGS/ ATTENDANCE	<input type="checkbox"/> Board meetings are not held on a regular basis. Attendance is less than 50%. Agenda is dominated by problems and crises, preventing board from dealing with substantive policy issues.	<input type="checkbox"/> There are regular, scheduled board meetings attended by not less than 50% of the members. The chief professional officer develops the agenda and reviews it with the chief volunteer officer. Board business packets are prepared and delivered to all board members at least 10 days prior to a meeting. The organization develops and distributes an annual board calendar at the beginning of each year. Committees and task groups provide reports and recommendations for board action. The board conducts an annual board retreat with at least 50% of board members in attendance.	<input type="checkbox"/> The board has regular, duly constituted meetings with not less than 60% attendance and with a clear focus on policy issues and decisions. Utilization of technology (e.g. teleconferencing, online meetings, etc.) to support member participation in meetings is evident. At least one meeting per year has a BOARDROOM training module or equivalent training. The board conducts an annual board retreat with at least 60% of board members in attendance.	<input type="checkbox"/> The board has regular, duly constituted meetings with not less than 65% attendance, active participation and a clear focus on policy issues and decisions. There is a written plan for utilizing technology in board member communication and business meetings. At least two board meetings a year are comprised of BOARDROOM training modules or equivalent training. The board conducts an annual board retreat with at least 65% of board members in attendance.
G. BOARD DIVERSITY	<input type="checkbox"/> The board is not diverse in its makeup or in relation to its community.	<input type="checkbox"/> The board has some diversity in its makeup, is reflective of the community and has a plan to expand this diversity. The organization provides an annual diversity education opportunity for its board members. Diversity standards are considered in various committee functions.	<input type="checkbox"/> The organization conducts a formal assessment of the board's makeup and develops written plans based upon the assessment results	<input type="checkbox"/> The board is diverse in its makeup, is reflective of its community and has a written plan underway to maintain diversity. One or more board members are Movement leaders sharing models and best practices in valuing diversity.
H. STATE ALLIANCE SUPPORT AND INVOLVEMENT	<input type="checkbox"/> The board has no awareness of the state alliance and leadership has no contact with state officials to support alliance efforts.	<input type="checkbox"/> The organization is a contributing member of the state alliance; however, participation at state meetings is limited. Promotion of the alliance only happens to benefit the local organization.	<input type="checkbox"/> Board members and professional staff promote the alliance and actively contact state leaders to support the work of the alliance. The board and chief professional officer (CPO) assure Club involvement in statewide projects.	<input type="checkbox"/> The board works in conjunction with the alliance leadership to gain support from state leaders. Board members have an opportunity to serve on the alliance board or committees. Board members and the CPO actively support state initiatives to enhance statewide collaboration.

Topic Summary	Developing	Operational	Advancing	Excelling
I. LEADERSHIP: BOARD SUPPORT FOR TECHNOLOGY	<input type="checkbox"/> The organization does not have a Technology Committee/Task Group to address technology in a formal plan.	<input type="checkbox"/> The board has a Technology Committee/Task Group; however, the organization lacks a formal technology plan that is integrated into the overall strategic plan. Resources for technology are allocated on an as-needed basis. A technology-based process for tracking membership fees and participation data is monitored by the board.	<input type="checkbox"/> The organization has a written, board-approved technology plan that is integrated into the overall strategic plan. The plan includes a Web strategy, technology program for members, Internet safety, and acceptable use policies.	<input type="checkbox"/> The technology plan is fully funded, staffed and part of the ongoing budget. Technology is integrated throughout all areas of the Club operation. Policies and procedures are in place to drive continuous system improvements and to support technology replacement cycles.
J. CORPORATE DATA TRACKING	<input type="checkbox"/> There is limited tracking of data, a lack of systems, and little, if any, board and staff accountabilities.	<input type="checkbox"/> All units use standard BGCA definitions. Signed membership forms for the current year are available. There is a tested and well thought-out system for daily collecting and recording of membership and participation data. All data is checked and signed off by the CVO and CPO before being used for external audiences. There is a defined system and process for tracking and counting youth served through community outreach.	<input type="checkbox"/> There is a system for collecting and recording program participation data. The Club has a board-approved organizational measurement strategy that utilizes BGCA metrics for participation and daily attendance.	<input type="checkbox"/> The Club has a plan to measure outcomes of targeted programs and overall Club outcome using the Outcome Measurement Tool Kit.

HUMAN RESOURCES

Topic Summary	Developing	Operational	Advancing	Excelling
A. CHIEF PROFESSIONAL OFFICER/ LEADERSHIP TEAM	<input type="checkbox"/> The chief professional officer (CPO)/leadership team needs basic management training. <input type="checkbox"/>	<input type="checkbox"/> The CPO/leadership team possesses basic executive competencies and leadership attributes as outlined in the Professional Development System "Executive" Profile and the Chief Professional Officer Leadership Model. <input type="checkbox"/>	<input type="checkbox"/> The CPO/leadership team demonstrates effective leadership as outlined in the Professional Development System "Executive" Profile and the Chief Professional Officer Leadership Model. The organization has a staff succession plan and deploys career development accordingly. Turnover is analyzed for human resource planning. The CPO has a written performance evaluation based on the strategic plan that is conducted annually by designated board leadership. <input type="checkbox"/>	<input type="checkbox"/> The CPO/leadership team demonstrates a high level of executive competency in providing leadership to the organization as outlined in the Professional Development System "Executive" profile and the Chief Professional Officer Leadership Model. The organization develops a written plan and scorecard based upon the key human resource factors. The CPO is actively engaged in support of Movement-wide initiatives. <input type="checkbox"/>
B. ETHICS	<input type="checkbox"/> The organization does not have a code of ethics for staff <input type="checkbox"/>	<input type="checkbox"/> The organization has a board-approved code of ethics statement for staff and board that addresses conflicts of interest, financial reporting, professional conduct, confidential and proprietary information, political activities, government relations and fundraising <input type="checkbox"/>	<input type="checkbox"/> The organization has a board-approved code of ethics statement for staff, board and vendors that addresses conflicts of interest, financial reporting, professional conduct, confidential and proprietary information, political activities, government relations and fundraising. <input type="checkbox"/>	<input type="checkbox"/> The Club has defined organizational values and has developed policies and training to carry them out. <input type="checkbox"/>

Topic Summary	Developing	Operational	Advancing	Excelling
C. JOB CLASSIFICATION AND COMPENSATION MANAGEMENT PROGRAM	<p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p>The organization has an informal salary administration program and is committed to improving salaries. Salaries and wages are not within established ranges. No formal performance management system in place.</p>	<p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p>All salaries and wages are in range of the recommended Job Classification and Compensation Management Program or equivalent salary administration model. The organization has current, written job descriptions for all staff and is working toward development of a formal job classification and compensation program. There is a performance plan in place.</p>	<p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p>The organization has utilized Quest to create a written Job Classification and Compensation Management Program that is revised every two years, which includes up-to-date job descriptions, performance profiles and reviews, and an organizational chart. The board has approved the salary plan with appropriate funding for merit increases and equity adjustments. A performance management plan is in place for all full-time and part-time employees.</p>	<p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p>The organization provides monetary and non-monetary pay for performance. Reward systems are based upon board-approved strategic performance standards, goals and ethics that are acceptable in not-for-profit industry business practices.</p>
D. PROFESSIONAL DEVELOPMENT PROCESS	<p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p>There is no identifiable, consistent orientation or training for staff. Job profile and job descriptions are utilized for developing a basic plan of action to support job related competencies. Chief professional officer (CPO) completed the New Executive Orientation training within the first year of employment.</p>	<p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p>A "Professional Orientation Program" is in place for all staff as well as a staff development plan. The organization assures a budget allocation to support the staff development plan. When appropriate, the CPO has completed the New Executive Orientation Program eight months after the date of employment and attends the Executive Leadership Program within two years of employment. The CPO has been provided a BGCA orientation on the Core Promises and has signed a statement of understanding. A written, annual staff development plan is in place. All eligible staff are active members of The Academy/Boys & Girls Club University at the member professional level.</p>	<p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p>The organization utilizes a formal, written professional orientation and training program and a written, two year, professional development career plan. Training opportunities are identified that address the gap in staff development. Part-time staff participate in a minimum of eight hours of training, and full-time staff participate in a minimum of 24 hours of training annually. The organization ensures that the appropriate tools, resources and professional memberships to support and train staff are in place (Professional Development System). Policies include a written, board-adopted succession planning strategy. The organization uses BGCA's Training Management System to manage and maintain records for all staff attending training.</p>	<p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p>Part-time staff participates in a minimum of 16 hours of training, and full-time staff participate in a minimum of 48 hours of training annually. Training plans are tied to the written compensation plan, career tracking and succession plan.</p>

Topic Summary	Developing	Operational	Advancing	Excelling
E. COMPETITIVE BENEFITS	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization does not pay 50% of the cost of minimum and essential benefits	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization pays more than 50% of minimum and essential benefits.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization pays at least 80% of the costs for minimum and essential benefits. Part-time staff have access to a benefits package that includes health benefits.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization pays more than 80% of the costs for minimum and essential benefits for staff and dependents and offers other incentives such as a dental/vision plan and personal leave. The organization contributes to a benefit plan for part-time staff.
F. HUMAN RESOURCE POLICIES	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization has limited written human resource policies. Background checks are not consistent with BGCA membership requirements	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization maintains compliance with Equal Employment Opportunity regulations. The regulations are consistently applied throughout the organization. Background checks are performed on all staff and volunteers including board members at intervals not less than every 12 months. Records of arrests (not just convictions) are obtained for new employees prior to hiring. The organization provides ongoing training and legal updates for supervisors	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization has comprehensive, written human resource policies that are reviewed and revised annually by internal human resource professionals and internal legal counsel. Background checks, which include inquiry into credit, driving and sexual offender databases, are performed on all staff and volunteers including board members at intervals not less than every 12 months. The organization provides ongoing training and legal updates for all staff. There is a written succession plan for the CPO and other key staff.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization has comprehensive, written human resource policies that are reviewed and revised by external legal counsel not less than every two years. Background checks (including fingerprinting/screening) are performed on all staff and volunteers including board members within 12 months of initial service and re-checks are performed yearly. The organization has access to an online HR advisor or service. Records of arrests (not just convictions) are obtained for new employees prior to hiring
G. HIRING PRACTICES	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization does not have current written job descriptions for all staff and is not working toward development of a formal job classification and compensation program	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization has current written job descriptions for all staff and is working toward development of a formal job classification and compensation program	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization has utilized <i>Quest</i> to create a written Job Classification and Compensation Management Program that is revised every two years, which includes up-to-date job descriptions, performance profiles, reviews, and an organizational chart. The board has approved the	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization provides monetary and non-monetary pay for performance and reward systems based upon board-approved performance standards.

Topic Summary	Developing	Operational	Advancing	Excelling
H. STAFF DIVERSITY	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <p>The organization's staff makeup does not reflect the community's diversity and there are no plans in place to change the situation.</p>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <p>The board is supportive and recognizes the importance of diversity. The organization has plans to address identifiable gaps in diversity and has an increased awareness about the value of a diverse staff</p>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <p>The organization conducts a formal assessment of staff composition, Club climate and develops written plans based upon assessment results. The board approves written strategies and action plans in support of the organization's diversity initiative, monitoring and managing progress and results</p>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <p>The diversity plan is monitored by the board and updated annually to reflect emerging trends, opinions and feedback from staff, volunteers and community.</p>
I. STAFF PARTICIPATION IN BOYS & GIRLS CLUBS OF AMERICA EVENTS AND PROGRAMS	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <p>There is limited participation in BGCA's training events and conferences. The chief professional officer (CPO) and other key staff are members of the Academy.</p>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <p>Staff participate in core training events as outlined in requirements for the Professional level of the Academy of Boys & Girls Club Professionals. The CPO attends either an Administrative Conference and/or the National Conference annually. All full and part-time youth development professionals have completed the 3 basic training sections of BGCA's Gear UPI CD ROM.</p>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <p>100% of eligible staff participate in the Administrative/Leadership Conference, National Conference or Youth Development Conference annually. 75% of eligible staff is members of and active in the Academy of Boys & Girls Club Professionals at the Member level. 50% of eligible staff, including the CPO, are members of the Academy at the Professional level.</p>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <p>90% of all eligible staff are members of the Academy of Boys & Girls Club Professionals and 75% of all eligible staff are members of the Academy at the Professional level. The CPO and other key staff have achieved the Distinguished level in the Academy of Boys & Girls Club Professionals. Staff are actively engaged in support of Movement-wide initiatives and serve on BGCA task forces and planning committees. Key staff are members of external and internal professional organizations.</p>
J. DEPLOYMENT OF TECHNOLOGY FOR STAFF	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <p>The organization provides limited technology to staff. Most key staff have an email address and are registered on bgca.net. Most staff have basic Internet skills/ training.</p>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <p>The organization's leadership and key staff have a computer workstation with high-speed Internet access and a full package of productivity software such as Microsoft Office. All full-time staff have an email address and are registered on bgca.net. Full-time staff have completed a written technology assessment and have access to BGCA's <i>Quest</i> Knowledge Management System.</p>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <p>All full-time staff have daily access to a current generation computer workstation with high-speed Internet access and a full package of productivity software such as Microsoft Office in their work area. A written technology plan exists. All staff have an email address and is registered on bgca.net. All staff have and utilize a personal locker and profile on <i>Quest</i>.</p>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <p>All staff computers throughout the organization are networked and have operational Internet access. The organization has a dedicated IT support professional to oversee technology. The written technology plan is updated every year and adopted by the board. A technology upgrade/replacement plan is in place.</p>

Topic Summary	Developing	Operational	Advancing	Excelling
K. TECHNOLOGY SKILLS	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Appropriate Club staff have only a basic skill level for using technology	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Appropriate Club staff have received training to use basic productivity software, the Internet and other applications (e.g., membership management, donor management, financial management, etc.) important to their job function(s).	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Appropriate Club staff utilize technology to enhance their effectiveness and efficiency in all major components of their job. The Club has a technology training plan for staff and provides competency-based testing of skills	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The Club has a written technology training plan for staff that is budgeted and adopted by the board of directors. All full-time staff are regularly tested for IT skill competency.

RESOURCE DEVELOPMENT

Topic Summary	Developing	Operational	Advancing	Excelling
A. RESOURCE DEVELOPMENT STRATEGY/DIVERSIFIED FINANCIAL SUPPORT	<p><input type="checkbox"/> The organization does not have a Resource Development (RD) Committee. The organization's fundraising is erratic with experimentation, poor results and is overly dependent on a single source of funding. There is no written RD plan. Active cultivation of new donors and prospect identification and classification are nonexistent.</p>	<p><input type="checkbox"/> Funding meets the organization's needs for the current year but is highly dependent on one source of funding. There is a Resource Development Committee that coordinates an RD plan that includes a strategy for cultivating new donors. Board members are engaged in classifying prospects for their capacity, ability and propensity to invest in the Club. No more than 40% of funding comes from a single source.</p>	<p><input type="checkbox"/> The board of directors has approved a written 3-year resource development plan that clearly illustrates no over-dependency on any one source of funding. Board members are actively engaged in cultivating new prospects. The Club regularly uses research to classify current donors and obtain new donors. No more than 30% of funding comes from a single source.</p>	<p><input type="checkbox"/> The board of directors has a 3- to 5-year written resource development plan that is integrated into the organization's strategic plan and includes strategies for multi-year funding, individual and major gifts, endowment and planned giving. The organization regularly screens its donor database to identify the potential of increased giving. No more than 20% of funding comes from a single source.</p>
B. INDIVIDUAL AND MAJOR GIVING (EXCLUDING SPECIAL EVENTS)	<p><input type="checkbox"/> The organization receives support from individuals including alumni, but does not have a comprehensive plan to ensure that requests to individuals are coordinated and strategic. Board members are not involved in personalized solicitations. At least 50% of board members support events and some make personal unrestricted gifts to the annual campaign.</p>	<p><input type="checkbox"/> A comprehensive plan for individual support includes an annual giving program that recognizes and celebrates individuals. At least 50% of board members are actively involved in personalized solicitations. Less than 75% of board members make personal unrestricted gifts to the annual campaign.</p>	<p><input type="checkbox"/> A written comprehensive plan for individual support includes a multi-year, annual giving strategy that ensures strong individual support. A minimum of 15% of the budget comes from individuals as unrestricted gifts. A minimum of 75% of board members are actively involved in personalized solicitations. 100% of board members make personal unrestricted gifts to the annual campaign.</p>	<p><input type="checkbox"/> The organization has a comprehensive strategy for cultivating support from individuals that includes an annual campaign, and other measures to increase giving from individuals. A minimum of 20% of the budget comes from individuals. 100% of board members are actively involved in personalized solicitations.</p>

Topic Summary	Developing	Operational	Advancing	Excelling
C. MAJOR GIFTS, PLANNED GIVING AND ENDOWMENT STRATEGIES	<input type="checkbox"/> The organization has no endowment policies or procedures in place for accepting gifts of assets or planned gifts. There are no formal programs for the development or promotion of planned gifts or major gifts to the organization's endowment. No board members are known to have made a planned gift	<input type="checkbox"/> A staff member spends 5 to 10% of his/her time running a basic planned giving program. Gift acceptance policies for securities, bequests and beneficiary designations are in place. There is a formalized planned giving recognition program in place including a Heritage Club (or deferred giving society). 25% of the board participates in the Heritage Club. A planned giving prospect list has been identified and a solicitation plan is in place. A simple marketing plan has been established. There are basic gift acceptance policies for securities, bequests and life insurance. Planned giving is pursued on an "as-needed" basis. Planned gifts are secured occasionally from "self-identifying" prospects and board members.	<input type="checkbox"/> A staff member spends 10 to 25% of his/her time marketing and soliciting planned gifts. 25% of the board members have designated the Boys & Girls Club for a planned gift. There are comprehensive gift acceptance policies in place, which include real estate, gift annuities, and charitable trusts. 50% of the board participate in an organizationally-sponsored planned giving program, such as the Heritage Club. The Club markets planned giving in Club publications. The Club has a marketing plan that includes advanced gifts. There are written policies and procedures for all types of planned gifts, including real estate and gift annuities. The organization has an endowment equal to 3 times its annual operating budget.	<input type="checkbox"/> A staff member spends 25 to 50% of his/her time marketing and soliciting planned gifts. 75% of the board participates in the organization's planned giving program, such as the Heritage Club. The Club has an aggressive marketing plan, which includes direct mail and marketing to allied professionals. The organization has established named endowment funds and solicits outright gifts to the endowment. 50% of the board members have designated the BGC for a planned gift. The organization follows a written, comprehensive marketing plan, including a regular "rate and screen" session to identify planned giving prospects and promotion to local estate-planning professionals. The organization has an endowment equal to 4 times the size of its annual operating budget.
D. STEWARDSHIP AND RECOGNITION	<input type="checkbox"/> The organization has no written policies to support and implement recognition and stewardship. There is little communication with donors besides an acknowledgment letter	<input type="checkbox"/> The organization has written acknowledgment policies. Donors receive an annual report, which at minimum documents sources of funds, uses of funds, giving levels, photos of youth, a summary of the year's highlights, and relevant activities of the organization	<input type="checkbox"/> The organization has written gift acceptance and recognition policies. Donors receive 3 to 4 pieces of communication throughout the year demonstrating the Club's impact. Staff regularly visit with top donors.	<input type="checkbox"/> A written yearly plan for stewardship is in place to document how board and staff are to be involved in the stewardship process. Top donors receive personal stewardship visits from board members and top donors are engaged with the organization.
E. BUSINESS SUPPORT	<input type="checkbox"/> The organization receives little or no support from businesses, including cause-related marketing income.	<input type="checkbox"/> The organization receives a minimum of 5% of its annual operating income from businesses (including income derived from cause-related marketing).	<input type="checkbox"/> The organization has a strategy as a part of its resource development plan through which it receives a minimum of 10% (includes in-kind gifts) of its annual operating income derived from businesses (including income derived from cause-related marketing).	<input type="checkbox"/> The organization receives a minimum of 15% (includes in-kind gifts) of its annual operating income from businesses (including income derived from cause-related marketing).

Topic Summary	Developing	Operational	Advancing	Excelling
F. SPECIAL EVENTS	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization conducts no special events.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization conducts special events, but planning is limited, committee roles are not clearly defined and the events are staff-driven	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization conducts well-planned special events that maximize return on investment. The committee roles are well defined, and strategies regarding leadership recruitment, cultivation, and fundraising are written and well defined. There is an intentional plan to cultivate attendees to become annual donors.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization conducts well-planned special events generating 15% of the organization's annual operating budget. The visibility of the organization is enhanced by the events, and high-profile volunteers comprise the committee's membership. Attendees are regularly recruited for ongoing organizational participation.
G. FOUNDATIONS	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization does not have a strategic plan for writing proposals or for securing grants and is unable to consistently deliver program outcomes.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization receives funding from various foundations. There is an informal effort to attract foundation funding.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization has a written plan for attracting funding from foundations. The plan includes annual solicitations and is incorporated as part of the organization's resource development plan. The organization delivers the program outcomes defined in foundation proposals. 5% of the Club's annual operating income comes from foundations.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization has a plan for securing grants from private and corporate foundations and does an excellent job of delivering the program outcomes listed in its proposals. Board members have relationships with key foundation leaders and staff and are able to leverage resources for the organization, resulting in a minimum 10% of Club annual operating income being generated from foundations.

Topic Summary	Developing	Operational	Advancing	Excelling
H. GOVERNMENT FUNDING	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <p>The organization does not receive government funds, nor does it have the knowledge or contact base to pursue such funding. Members of the board have little if any access to key individuals with government resources at their disposal.</p>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <p>The organization has an understanding of the availability of government funding and has inquired about strategies to access such funding. It understands the need to improve in this area, but has had little success to date. Members of the board have some access to those controlling government resources.</p>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <p>The organization actively pursues local, state and federal funding opportunities. It has good knowledge of proposal writing and knows how to market services that the Club provides. The organization is using government funds to leverage additional private funding. The organization is a contributing member of its state alliance. Members of the board have developed relationships with those controlling government resources and have ongoing communications with BGCA. The organization receives a minimum of 5%, but no more than 25% of its income from a single government source.</p>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <p>The organization has a keen understanding of the potential of government funding. The Club does an excellent job of leveraging government dollars to match income from private sources. Members of the board have a wide range of contacts within key government offices and have used such contacts to secure government funding. The organization is actively involved in the Alliance and supports national government relations initiatives</p>
I. RESOURCE DEVELOPMENT INFRA-STRUCTURE	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <p>The chief professional officer (CPO) is the only person supporting the resource development effort. There is no database to collect and track donor information and gifts.</p>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <p>Besides the chief professional officer, there is a staff member who has resource development accountabilities included in his/her job description. There is a written organizational case statement that documents the need for support. The organization maintains accurate personal and participation donor data electronically and tracks it over multiple years</p>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <p>The organization has specialized staff to support the resource development plan. Staff and board members receive ongoing training to support building their resource development knowledge. The organization has an electronic donor management software application that generates reports. The organization uses the database system to instantly generate reports on donors and campaigns for increased fundraising success.</p>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <p>The organization has dedicated staff, such as a director of development, to support the resource development plan. The organization uses donor management analytical tools and reports to increase fundraising success through targeted solicitation. The donor management software is fully integrated with financial management software.</p>

MARKETING AND COMMUNICATIONS

Topic Summary	Developing	Operational	Advancing	Excelling
A. MARKETING STRATEGY	<input type="checkbox"/> The organization has no Marketing and Communications Committee and little, if any, activity underway to promote awareness of and support for its Club(s).	<input type="checkbox"/> The organization has a Marketing and Communications Committee that meets occasionally to plan and implement efforts to gain recognition and support for its Club(s). The organization utilizes BGCA's advertising, public service announcements and other marketing materials.	<input type="checkbox"/> The organization has a Marketing and Communications Committee developed and implemented a written strategy to gain recognition and support for its Club(s) as "The Positive Place for Kids," including a written plan for targeting appropriate publics.	<input type="checkbox"/> The organization has an active Marketing and Communications Committee leveraging outside resources to assist in developing and implementing an aggressive written strategy and plan for positioning its Club(s) for community/brand recognition and support as "The Positive Place for Kids," with written outcome measures resulting in income streams for the organization.
B. GRAPHIC STANDARDS	<input type="checkbox"/> Adherence to graphic standards is limited.	<input type="checkbox"/> The current service mark of Boys & Girls Clubs of America is displayed on the outside of its building and on all appropriate printed matter and complies with approved graphic standards.	<input type="checkbox"/> Vendors, staff, and board members receive annual orientation and training on graphic standards.	<input type="checkbox"/> Staff and board share best practices and adherence to graphic standards with the Movement.
C. COMMUNICATIONS/PUBLIC RELATIONS CAMPAIGN	<input type="checkbox"/> The organization has no public relations/communications program.	<input type="checkbox"/> There is a limited communications program, which includes utilization of appropriate media to reach the public.	<input type="checkbox"/> The organization implements a year-round written communications/public relations program including utilization of appropriate media to reach each public; allocation of budget; and evaluation of total program.	<input type="checkbox"/> The organization implements a comprehensive written communications/public relations program including utilization of appropriate media to reach each public; allocation of at least 5% of budget and evaluation of the total program.
D. BOARD INFLUENCE AND INVOLVEMENT	<input type="checkbox"/> No board or staff leaders of the organization are involved on other community boards or groups.	<input type="checkbox"/> There is limited involvement by Club board and staff leaders on other community boards and groups.	<input type="checkbox"/> The organization has (board and staff) representation on issues affecting youth through community boards, commissions and civic organizations.	<input type="checkbox"/> The organization has active board and staff representation on various community boards, commissions and civic organizations that affect decisions and influence/advocate for youth issues.

Topic Summary	Developing	Operational	Advancing	Excelling
E. INTERNET UTILIZATION AND WEB SITE MANAGEMENT	<input type="checkbox"/> The organization lacks a functioning, professionally developed Web site.	<input type="checkbox"/> The organization maintains a basic Web site that is updated at least quarterly. There is little use of available marketing materials. The organization meets BGCA's graphic standards and the site contains a link to bgca.org.	<input type="checkbox"/> The organization's Web site contains essential, accurate information about Club programs and events and is updated monthly. There is a designated staff person or volunteer to update and maintain the organization's Web site. National marketing materials are regularly downloaded and used.	<input type="checkbox"/> The organization maintains a high-quality, regularly updated Web site. Email inquiries from the public are answered promptly. Resources are downloaded and used. A cost-benefit analysis is conducted annually.
F. MEDIA RELATIONS	<input type="checkbox"/> There is little or no attempt to maintain contact with local media representatives.	<input type="checkbox"/> The organization has periodic or occasional contact with local media representatives for publicity and advertising purposes.	<input type="checkbox"/> The organization has regular, planned contact with local media representatives for publicity and advertising purposes. The organization has a written plan for ongoing contact with local media representatives and maintains a local media list.	<input type="checkbox"/> The organization maintains and reviews a written plan for ongoing contact with all local media, both for publicity and advertising. The plan maximizes media exposure and results are published in a quarterly report to the board.
G. PROMOTIONAL MATERIALS REFLECT POPULATION SERVED	<input type="checkbox"/> Promotional materials do not reflect diversity of the organization.	<input type="checkbox"/> Promotional materials occasionally reflect diversity of youth.	<input type="checkbox"/> Promotional materials usually reflect diversity of the youth and staff.	<input type="checkbox"/> Promotional materials always reflect diversity of the youth, staff and board.
H. CRISIS MANAGEMENT PLAN	<input type="checkbox"/> There is uncertainty as to who speaks for the organization and with what message.	<input type="checkbox"/> There is a written crisis management plan. The chief professional officer (CPO) usually speaks for the organization.	<input type="checkbox"/> The organization has a designated spokesperson with written guidelines for responding to crises that are clearly understood by board and staff members.	<input type="checkbox"/> The organization has a written crisis management plan approved by the board that is clearly understood by board and staff members. Response to crises is reviewed and rehearsed at least annually.

Topic Summary	Developing	Operational	Advancing	Excelling
I. IMAGE	<input type="checkbox"/> Facilities, vehicles and other Club assets are poorly maintained and often used in a manner that does not reflect a positive image	<input type="checkbox"/> Facilities, vehicles and other Club assets are maintained and utilized in a manner that generally reflects a positive image	<input type="checkbox"/> The organization's facilities, vehicles and other Club assets are maintained and utilized in a manner that reflects a positive image. The organization uses external market resources to support and develop its image.	<input type="checkbox"/> The organization's facilities, vehicles and other Club assets are maintained and utilized consistent with written guidelines and training and in a manner that always reflects a strong positive image. The Club measures external market research and implements plans for improvements.
J. BOYS & GIRLS CLUBS OF AMERICA MARKETING MATERIALS	<input type="checkbox"/> The organization does not use Boys & Girls Clubs of America marketing materials or they are used with very poor adaptation	<input type="checkbox"/> The organization uses BGCA public service announcements sporadically. The organization does not coordinate media requests with other Boys & Girls Club organizations in the same media market	<input type="checkbox"/> The organization regularly uses BGCA public service announcements and marketing materials. The organization coordinates with other Boys & Girls Club organizations in the same media market, and localizes ads only as appropriate.	<input type="checkbox"/> The organization uses BGCA public service announcements and marketing materials. Local campaigns are created and implemented to augment and complement Boys & Girls Clubs of America advertising materials.

***The Program SOE Area has been replaced by the
Commitment to Quality/Impact Assessment
(attached to this document)
Approved by the National Council in April 2005***

Aggregate scores from all operating service sites will be collected, calculated and will generate the Program SOE rating for the organization, as well as impact the other SOE scores in the 6 remaining areas.

FINANCIAL MANAGEMENT

Topic Summary	Developing	Operational	Advancing	Excelling
A. FINANCIAL CONTROLS AND RECORD KEEPING	<input type="checkbox"/> There are no evident systems in place to ensure compliance with applicable local, state and federal financial regulations.	<input type="checkbox"/> The organization complies with all local, state and federal regulations. The board has an active Finance Committee in place. Key staff are trained in the organization's internal control standards and systems. There is an adequate system to specify and assure compliance with industry standards related to length of time for retention and maintenance of financial, inventory, personnel, and warranty records. The organization has sound financial policies and procedures with which all staff are familiar.	<input type="checkbox"/> The board has a standing Finance Committee which addresses the audit, investments and insurance matters related to the organization. The board monitors the compliance of all contracts or agreements on an ongoing basis. The organization has a separate functioning Audit Committee that manages contracts with accounting and/or CPA files for audit purposes.	<input type="checkbox"/> Legal procedures are monitored and reviewed by staff and board leadership annually. Staff adhere to operational practices. The financial policies are updated and revised every two years utilizing external expert counsel. Staff receive ongoing training for implementation. The organization maintains an internal auditing system. The organization has a system adequate to maintain the compliance and precaution of all contracts of agreements.
B. FINANCIAL ACCOUNTABILITY	<input type="checkbox"/> The financial planning and management program is limited and not clearly understood. A written financial management assessment is completed and the staff/organizational needs are identified and aligned to an action plan for correction.	<input type="checkbox"/> The organization receives an audit by an independent Certified Public Accountant and provides a copy of such to BGCA. The organization has taken corrective action on recommendation(s) from the management letter. The organization files a 990 and/or A133 (if required). The organization puts their audit services out to bid at least every five years. A copy of the organization's 990 is sent to BGCA, posted on the organization's Web site, and copies are available to the public.	<input type="checkbox"/> The organization receives a qualified audit report. The organization owns and uses accounting software to record and report income and expenses in accordance with generally accepted accounting principles.	<input type="checkbox"/> The organization receives a management letter from an independent CPA with no material findings. The board has a freestanding Audit Committee responsible for the appointment, compensation and oversight of an external auditor. The Audit Committee reviews the external auditor's reports and, where applicable, implements timely and appropriate corrective action.

Topic Summary	Developing	Operational	Advancing	Excelling
C. FINANCIAL STABILITY	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization has experienced an operating deficit in the last 3 consecutive years. The organization has long-term debt and no written plan to address the debt	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> A board-approved budget is in place if the organization has long-term, moderate debt, a written plan is in place to address it	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization has reserves equal to 6 months' operating budget. A board-approved budget is in place	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization has reserves equal to its annual operating budget, excluding any restricted endowment funds. The organization has had no operating deficit in the last 5 years. The organization has no long-term operational debt.
D. BUDGET PROCESS	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Budget figures are unrealistic and continually revised. The board is not involved in the budget development process.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Income and expense budget projections are based on historical data and strategic plan priorities, not on percentage increases. There is board participation in budget development with board approval at least 30 days before the start of the next fiscal year	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization has a realistic annual budget sufficient to support organizational goals and objectives. Appropriate committees make income and expense projections recommendations that result in a budget that addresses priorities in the strategic plan.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The board is involved in developing a long-range (at least 3-year) budget to support the organization's strategic direction focusing on capacity, growth and program.
E. EXPENDITURES	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> There are no systems in place to control expenditures within budget.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization has systems in place to control expenditures. The board provides ongoing oversight to assure that the organization's expenditures are within budget. A process exists to educate and inform the board of directors of organizational expenditures. No more than 20% of expenditures are for management/general and fundraising. The organization has adequate processes to allocate staff time to functional categories.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Cash flow projections are developed and reviewed monthly utilizing accepted accounting practices. Prompt corrective action is taken in response to projected or significant variations from budgets. No more than 16 to 19% of expenditures are for management/general and fundraising.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> No more than 15% of expenditures are for management/general and fundraising.

Topic Summary	Developing	Operational	Advancing	Excelling
F. INSURANCE AND RISK MANAGEMENT	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization lacks adequate insurance coverage or reserve funds	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization has adequate insurance coverage meeting all membership requirements and names Boys & Girls Clubs of America as an additional insured.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization has a written risk management plan, which incorporates adequate insurance coverage.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization independently reviews and prices insurance coverage for adequacy at least every 2 years.
G. INVESTMENT MANAGEMENT	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization lacks policies guiding the management of their restricted funds/investments.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization has restricted funds/investments and has written investment policies and objectives to guide their management. Investments are diversified and performance is monitored quarterly by the Investment Committee and reported to the Board. The organization uses income in accordance with board policies and donor requirements.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization's written investment policies address well-defined goals and objectives, risk tolerance, asset allocation, disposition of undesignated funds, spending rules, and gift acceptance guidelines. An independent review of strategy and performance is conducted on an annual basis by a noncommissioned professional.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> An independent investment manager is employed to manage the organization's portfolio in accordance with policy and objective statements. The investment manager has the ability to manage and administer charitable gift vehicles.
H. FINANCIAL DATA TRACKING	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization does not track financial data electronically.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization accurately tracks income and expenses electronically. Data is secured and backed up on a regular basis.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> The organization uses fund accounting software and generates appropriate financial statements monthly to accurately track, manage and report on funds from multiple sources, across multiple budget periods. Monthly financial statements are reviewed by management and the board to help make decisions. Financial statements/reports are provided to BGCA on a regular basis as required.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Fund accounting software is fully integrated with donor management software. The system is configured to accommodate staff in remote locations who need access to accounting information over a wide area network (WAN). Financial data is secured and backed up on a regular basis and is kept off site.

FACILITIES

Topic Summary	Developing	Operational	Advancing	Excelling
A. STRATEGIC LOCATION	<input type="checkbox"/> Facilities are located in an area that is clearly inappropriate for access by large numbers of youth.	<input type="checkbox"/> Facilities are located in a marginally effective area for reaching a large number of youth.	<input type="checkbox"/> The organization's facilities are located so as to reach and serve a large number of targeted youth.	<input type="checkbox"/> The organization's facilities are strategically located so as to reach and serve a large number of targeted youth. The organization conducts a periodic review to assure continued location appropriateness.
B. ADEQUACY OF FACILITIES	<input type="checkbox"/> The organization operates poorly equipped, limited facilities only capable of housing a marginally varied and diversified program.	<input type="checkbox"/> The organization operates limited facilities that are adequately equipped and capable of housing a varied and diversified program.	<input type="checkbox"/> The organization operates facilities that are adequately equipped and capable of housing a varied, diversified program.	<input type="checkbox"/> The organization operates optimally equipped facilities capable of housing a varied and diversified program.
C. MAINTENANCE OF FACILITIES	<input type="checkbox"/> Facilities are believed to be safe, but are not regularly cleaned or repaired to remain functional.	<input type="checkbox"/> All components of building, grounds, equipment and furnishings are cleaned regularly and operate properly in accordance with local codes, applicable laws and ordinances.	<input type="checkbox"/> The organization has a written maintenance schedule for cleaning, and a schedule for repairing and replacing equipment and furnishings as needed.	<input type="checkbox"/> The organization has a written, multi-year preventive maintenance plan and upgrade schedule.
D. GENDER INCLUSION AND ACCESSIBILITY	<input type="checkbox"/> Facilities and equipment favor one gender.	<input type="checkbox"/> Facilities and equipment are generally reflective of gender needs in appropriate balance and are gradually improving. An effort is made to mainstream disabled children as needed.	<input type="checkbox"/> Facilities and equipment are reflective of gender needs, and a written plan is being implemented for needed changes.	<input type="checkbox"/> Facilities and equipment reflect full and equal consideration for girls and boys. A written plan is in place to make the building barrier-free.

Topic Summary	Developing	Operational	Advancing	Excelling
E. SAFETY	<input type="checkbox"/> Club personnel are not easily identified. Configuration of building makes it difficult to supervise youth. Building and grounds do not appear secure. There is no emergency plan in place. The facility has a basic security system in place.	<input type="checkbox"/> The board has established a committee to ensure Club safety and maintenance. Club staff are easily identified. There is controlled access to the building Building(s) is/are regularly inspected by the fire marshal. There is good visibility into all activity spaces. A written crisis plan is available to all staff Buildings and grounds are free of common hazards. Emergency exit doors are unblocked, clearly marked, alarmed and operable	<input type="checkbox"/> Clothing or ID easily identifies Club staff. There is controlled access to property and buildings. The organization has an electronic security system that is monitored externally	<input type="checkbox"/> Entrance routes are observable and controllable at all times. There is walk-by visibility into all program areas as well as video and/or staff monitoring capabilities internally and externally. The organization provides documented crisis response training for all staff.
F. PLANNED MAINTENANCE	<input type="checkbox"/> The planned maintenance program, if any, is superficial and sporadic, responding primarily to urgent conditions	<input type="checkbox"/> There is an informal planned maintenance program characterized by frequent inspections of major facilities and equipment.	<input type="checkbox"/> The organization has a systematized, ongoing planned maintenance program	<input type="checkbox"/> The organization has a written planned maintenance program, complete with schedules and accountability assignments.
G. CLUB ENVIRONMENT	<input type="checkbox"/> Program spaces are inadequate in size/proportion for use. Decor is drab, outdated, mismatched or disorganized.	<input type="checkbox"/> Entire facility is clean and well lit. Program spaces are of adequate size for function. Color scheme may be out of date but clean. Light levels and sound controls are adequate for tasks; temperature is appropriate	<input type="checkbox"/> Program spaces are of adequate size and proportion and can be used for multiple functions. Color scheme is fun and child-friendly, and there is a sense of order in the space without it being rigid. Light levels, sound control and temperature support the Club environment	<input type="checkbox"/> Program spaces are inviting, are of adequate size and proportion and support several different furniture arrangements for different learning styles. The color scheme is fun and child-friendly and planned to enhance environment. Light sources exceed recommended standards and include abundant natural light. Sound levels and temperature are conducive to fun and learning.

Topic Summary	Developing	Operational	Advancing	Excelling
H. AGE APPROPRIATENESS	<input type="checkbox"/> Facilities attract children and teens, but there is no apparent effort to address different age groups' needs by providing age-appropriate equipment and furniture.	<input type="checkbox"/> Program areas are functional for both children and teens with shared space but distinct equipment Games, toys, books and furniture for each age group are available and in good repair.	<input type="checkbox"/> Program areas are dedicated for two age groups (6-12 and 13-18) Games, toys and books for each age group are available and in good repair Furniture is kid/teen friendly.	<input type="checkbox"/> Within each program area there are dedicated spaces for 3 main age groups (6-9, 10-13, and 14-18). Games and toys for each age group are available and in good repair. Furniture is available in 3 sizes to accommodate most members. Pertinent information is displayed at eye level of target age group.
I. FINANCIAL RESERVES FOR MAINTENANCE	<input type="checkbox"/> There is no plan or provision for major repairs and improvements to facilities and equipment	<input type="checkbox"/> The organization usually finds funding for major repairs and improvements, sometimes at the cost of operating income or with costly delays.	<input type="checkbox"/> The organization has access to funds for major repairs and improvements to facilities and equipment. The organization has a designated facilities reserve fund.	<input type="checkbox"/> The organization has designated adequate financial reserves for the maintenance and replacement of facilities and equipment.
J. FACILITY/EQUIPMENT USAGE POLICY	<input type="checkbox"/> There are no established policies for the use of facilities by others during non-Club hours.	<input type="checkbox"/> The organization has policies regarding the use of facilities by others during non-Club hours.	<input type="checkbox"/> The organization has established written policies for use of its facilities by others during non-Club hours.	<input type="checkbox"/> The organization has formal, comprehensive policies for the use of its facilities and equipment by others that are reviewed annually by the board in line with budget considerations.