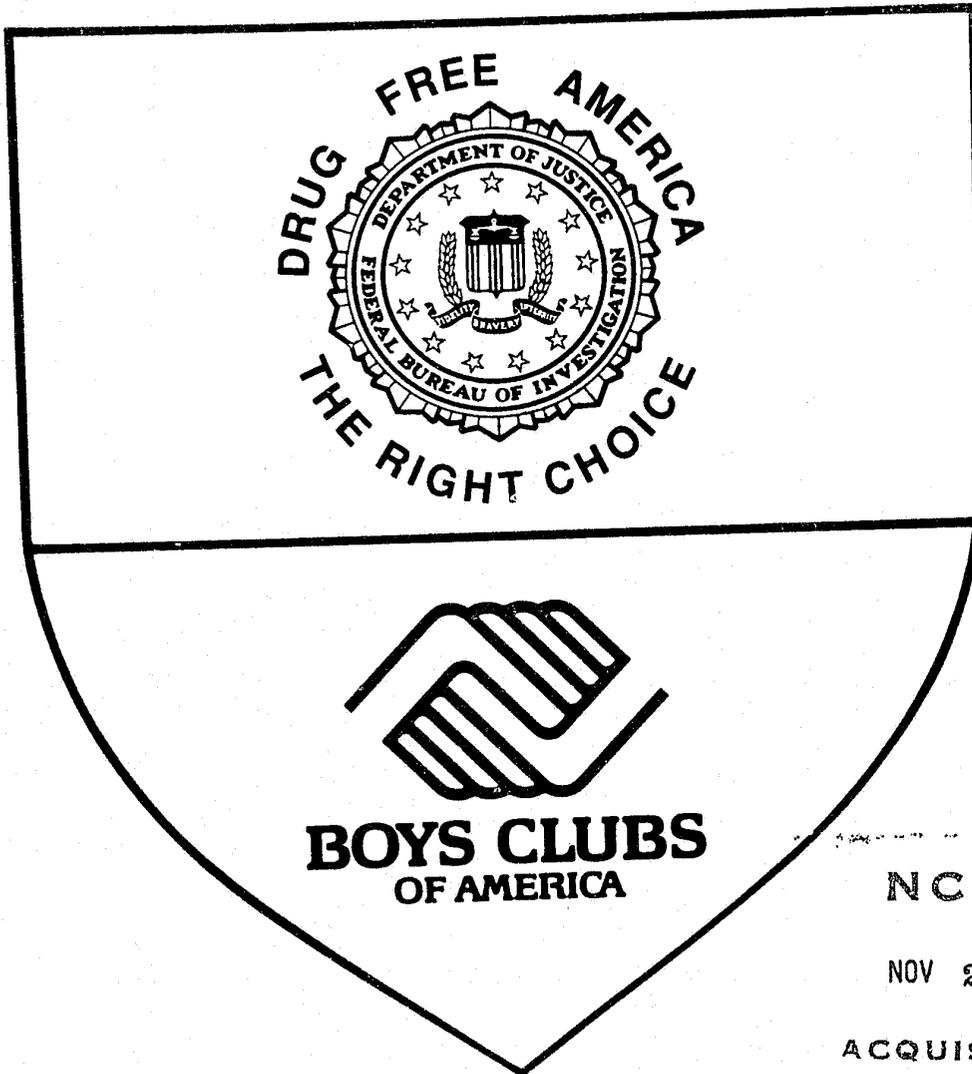


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A Drug Prevention Resource Guide for Reaching High Risk Youth

A Joint Initiative of The Federal Bureau of Investigation
and Boys Clubs of America



NCJRS

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ACQUISITIONS



A DRUG PREVENTION RESOURCE GUIDE

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Points of view or opinions in this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice.

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INTRODUCTION

America is at war. We may lose this one. Our forces are outmanned, outgunned, and outspent. Many Americans are trying to hold the line against the pushers and the users; but they and the nation are in real danger of being overrun. We do not have to lose this war. Together, we can do what Americans have always done, band together in the face of evil and beat it, but if we are to succeed, we cannot wait. We are in nothing less than a fight for our national life, and we must commit ourselves to success. This cannot be a war of words or containment but rather, action and victory.

— White House Conference
For a Drug Free America,
June 1988

For Boys Clubs of America and the Federal Bureau of Investigation the war against drugs is not a war of words or a war of containment.

The Federal Bureau of Investigation not only has an important role to play in drug enforcement, but it also has a unique opportunity to make significant contributions in the area of drug prevention. In 1988, the position of Special Agent Drug Demand Reduction Coordinator was established in each of the 57 FBI field offices to carry forward the FBI's Drug Demand Reduction Program. Those coordinators are charged with creating and assisting drug prevention and education programs within their respective territories. As partners in drug prevention, the FBI coordinators are committed to work with community organizations to promote healthy lifestyles and provide an environment that supports positive alternative activities to drug use. The FBI is committed to expanding its effort to reach high-risk youth.

At the same time, Boys Clubs of America is aggressively expanding and strengthening its national network of facilities, programs and services in the nation's most impoverished, drug infiltrated neighborhoods in order to reach America's highest risk boys and girls. As part of Boys Clubs of America's drug prevention effort, the national organization has launched a major expansion initiative into neighborhoods where drug problems are the worst and support systems for young people are weakest. Through existing Clubs and the establishment of new Boys & Girls Clubs, the young people who need it most will have access to a youth development program, caring adult leaders, positive role models and drug prevention programs and activities.

As in all wars, one group cannot wage a battle alone. With financial support from the Office of Juvenile Justice and Delinquency Prevention, the Federal Bureau of Investigation, through its Drug Demand Reduction Program, and Boys Clubs of America, with its nationwide network of more than 1100 Clubs and 1.3 million youth, have banded together to reach more high-risk girls and boys with drug prevention and youth development programs.

Boys Clubs of America and the Federal Bureau of Investigation have formed a partnership to help reach young people most in need with a strong prevention effort that will ultimately help this nation win the war on drugs.



William S. Sessions
Director
Federal Bureau of Investigation



Thomas G. Garth
National Director
Boys Clubs of America

“The Office of Juvenile Justice and Delinquency Prevention is tremendously pleased to be a part of the joint program between the Federal Bureau of Investigation and Boys Clubs of America in a collaborative effort to reach America’s high risk youth with a program to reduce the demand for drugs through positive youth development. Boys Clubs of America has a proven track record of effectively reaching and serving disadvantaged boys and girls, particularly those from the inner city and public housing. The Federal Bureau of Investigation has made a significant commitment of time and resources to help reduce drug use among high-risk youth, thus decreasing the demand for harmful and illegal substances. This is a partnership which brings together two of our nation’s most highly regarded institutions, both of which have the highest respect and support of the Office of Juvenile Justice and Delinquency Prevention.”



Terrence S. Donahue
Acting Administrator
Office of Juvenile Justice
and Delinquency Prevention

EXECUTIVE SUMMARY

The overall purpose of this project is to prepare FBI Drug Demand Reduction Coordinators and staff of local Boys Club/Boys & Girls Clubs to work together to reach high risk youth with drug prevention programs and expanded youth development opportunities.

Through training and resource materials, FBI Drug Demand Reduction Coordinators will be prepared to:

- Assist Boys Clubs/Boys & Girls Clubs in implementing and/or enhancing drug prevention and youth development programs.
- Help recruit high-risk boys and girls for participation in programs offered by local Clubs.
- Work with existing organizations to start new units, and with Boys Clubs of America to start new organizations that reach more high-risk girls and boys.

The eight month project is a capacity building effort designed to develop program models to share with all Clubs and FBI Drug Demand Reduction Coordinators so that the program will expand and continue far into the future.

The Project has three distinct phases:

Phase I: Training

Participating Club Executive Directors will attend a meeting and receive an orientation to the project and the role of Drug Demand Reduction Coordinators.

FBI Drug Demand Reduction Coordinators will participate in a training program that introduces them to Clubs and provides ideas for joint efforts.

Phase II: Implementation and Development of Program Models

Drug Demand Reduction Coordinators will contact a designated Club(s) in their area and plan and implement mutually agreed upon activities.

Technical assistance will be available from Boys Clubs of America to help start new organizations, new units and implement drug prevention programs and youth development programs.

Phase III: Dissemination

The program models implemented in Phase II will be evaluated. Descriptions of program models will be developed and disseminated to all Clubs with information on how to work with their FBI Drug Demand Reduction Coordinator.

These models also will be featured in Boys Clubs of America's CONNECTIONS magazine and at BCA's National Conference.

Boys Clubs of America will continue to monitor the program, provide technical assistance and promote the program to all local Clubs.

HOW TO USE THIS RESOURCE GUIDE

The purpose of this resource guide is twofold: first, to provide an orientation to Boys Clubs of America and its local affiliates; second, to provide and stimulate ideas on how Drug Demand Reduction Coordinators can work with local Boys Clubs/Boys & Girls Clubs to expand and enhance drug prevention and youth development programs for high-risk youth.

This is a resource guide which does not need to be read from beginning to end. Rather, the contents page and index tabs quickly refer the reader to specific sections of interest. From time to time supplemental materials will be sent to FBI field offices for the Drug Demand Reduction Coordinators. These materials can be inserted in the "Appendix" section of the Resource Guide.

THE MOVEMENT

MISSION

The Boys Club/Boys & Girls Club Movement is a nationwide affiliation of local, autonomous organizations and Boys Clubs of America working to help boys and girls of all backgrounds, with special concern for those from disadvantaged circumstances, develop the qualities needed to become responsible citizens and leaders.

PRINCIPLES

The basic principles on which Boys Clubs/Boys & Girls Clubs are based combine to make Clubs unique and different from other youth-serving organizations. These principles influence the way a Club operates on a daily basis and the program opportunities offered to boys and girls in the community.

Boys Clubs/Boys & Girls Clubs:

- Satisfy the age-old desire of boys and girls to have a “club” of their own.
- Employ full-time professional leadership, supplemented by part-time workers and volunteers.
- Require no proof of good character. They help all youth including girls and boys who may be in danger of acquiring, or who already have exhibited, unacceptable behavior and attitudes.
- Keep membership dues low so that all girls and boys can afford to belong.
- Serve youth of all races, religions and ethnic cultures.
- Are non-sectarian.
- Are building centered. Activities are carried out in the warm, friendly atmosphere of buildings especially designed to conduct programs.
- Maintain an open door policy allowing members to come to the Club at any time during hours of operation.
- Offer a varied and diversified program that recognizes and responds to the collective and individual needs of girls and boys.
- Provide daily guidance by emphasizing values inherent in the relationship between young people and their peers, and young people and adult leaders. Clubs help boys and girls to develop a system of values related to family, community and their country and to make appropriate and satisfying choices in their physical, educational, personal, social, emotional, vocational and spiritual lives.

SCOPE

The Movement is made up of Boys Clubs of America, the national organization, and 1100 Club facilities operated by nearly 600 locally-governed Boys Club and Boys & Girls Club organizations. These Clubs are located throughout the United States and in the Virgin Islands and Puerto Rico. Collectively, Clubs serve more than 1.3 million boys and girls ages 6 to 18.

A total of 56,525 Board and program volunteers and 15,525 full and part-time staff members enable Clubs to provide youth development services on a daily basis. The total cost of operating the national organization and its affiliated Clubs exceeded \$219 million in 1988. The building assets of the entire Movement have a total replacement value of over \$710 million.

PROFILE OF YOUTH SERVED

The Boys Club/Boys & Girls Club Movement is the only major nationwide association of youth serving agencies with a primary mission of service to disadvantaged boys and girls. Of the 1.3 million girls and boys served by Clubs:

- 1,000,000 are boys and 300,000 are girls.
- 77% are from families of three or more children.
- 66% are from families earning \$15,000 per year or less.
- 51% are from minority families.
- 49% are from families with parents in blue-collar jobs.
- 47% are from single-parent families.
- 29% are from families receiving public assistance.
- 14% are 6 or 7 years of age.
- 33% are 8 to 10 years of age.
- 29% are 11 to 13 years of age.
- 24% are 14 to 18 years of age.

IMPACT OF THE MOVEMENT

The first Club organization was established in 1860 in Hartford Connecticut. Three compassionate ladies sought to provide a safe environment for boys who roamed the streets after their fathers and brothers went off to serve in the Civil War. Since that time, Clubs throughout America have helped girls and boys to develop confidence, self-esteem, and a positive outlook toward the future.

There are approximately 3.4 million Americans alive today who were Club members in their youth. Boys Clubs of America asked Louis Harris and Associates to find out how the Club influenced the lives of these former members.

The survey revealed that nine out of 10 of the 3.4 million living alumni feel that being in a Club had a positive effect on their lives, gave them skills for leadership, helped them learn to get along with others, and influenced their success in later life.

Three out of four alumni believe their experience at the Club helped them avoid difficulty with the law. Nearly 70% report that Club involvement kept them away from drugs and alcohol. Those former Club members who felt they had started life with the most obstacles to overcome—Blacks, Hispanics, the economically disadvantaged and those from tough neighborhoods—gave their Club the most credit for success as adults.

The Louis Harris survey, perhaps the only impartial, third-party research conducted among former members of a major voluntary organization, provides documentary evidence that Boys Clubs and Boys & Girls Clubs make a significant difference in people's lives.

BOYS CLUBS OF AMERICA

Boys Clubs of America, the national organization, was established in 1906 by 43 existing Clubs which banded together to form an association for their common good and to promote new Clubs. In recognition of its outstanding contribution to the development of America's youth, Boys Clubs of America received a Congressional Charter in 1956. Today, Boys Clubs of America has grown to a Movement consisting of 600 affiliated organizations operating 1100 Boys Club/ Boys & Girls Club sites.

BOARD OF DIRECTORS

Boys Clubs of America is operated under the policy guidance and support of a distinguished and active National Board of Directors and Trustees made up of prominent citizens and leaders representing all sections of the country. The national board is led by Chairman Jeremiah Milbank.

The National Board of Trustees is divided into Board Groups representing each of Boys Clubs of America's five regions. Each Board Group, while maintaining a national perspective, has a special concern for the operation and support of its respective region.

FUNDING

Boys Clubs of America, the national organization, is supported primarily through the fundraising efforts of its National Board of Directors and Trustees, including their own personal giving. Financial support comes from corporations, foundations, and individual donors. Nominal government support, when available, is used for demonstration and research projects. Less than 10 percent of the operating income of Boys Clubs of America comes from annual dues paid by its local Club affiliates.

LOCATIONS OF BCA OFFICES

With its headquarters in New York, Boys Clubs of America operates five Regional Service Centers: Midwest (Chicago), Northeast (New York), Pacific (North Hollywood), Southeast (Atlanta) and Southwest (Dallas). Boys Clubs of America also has one sub-regional office in Brockton, Massachusetts and a Government Relations Office in Rockville, MD.

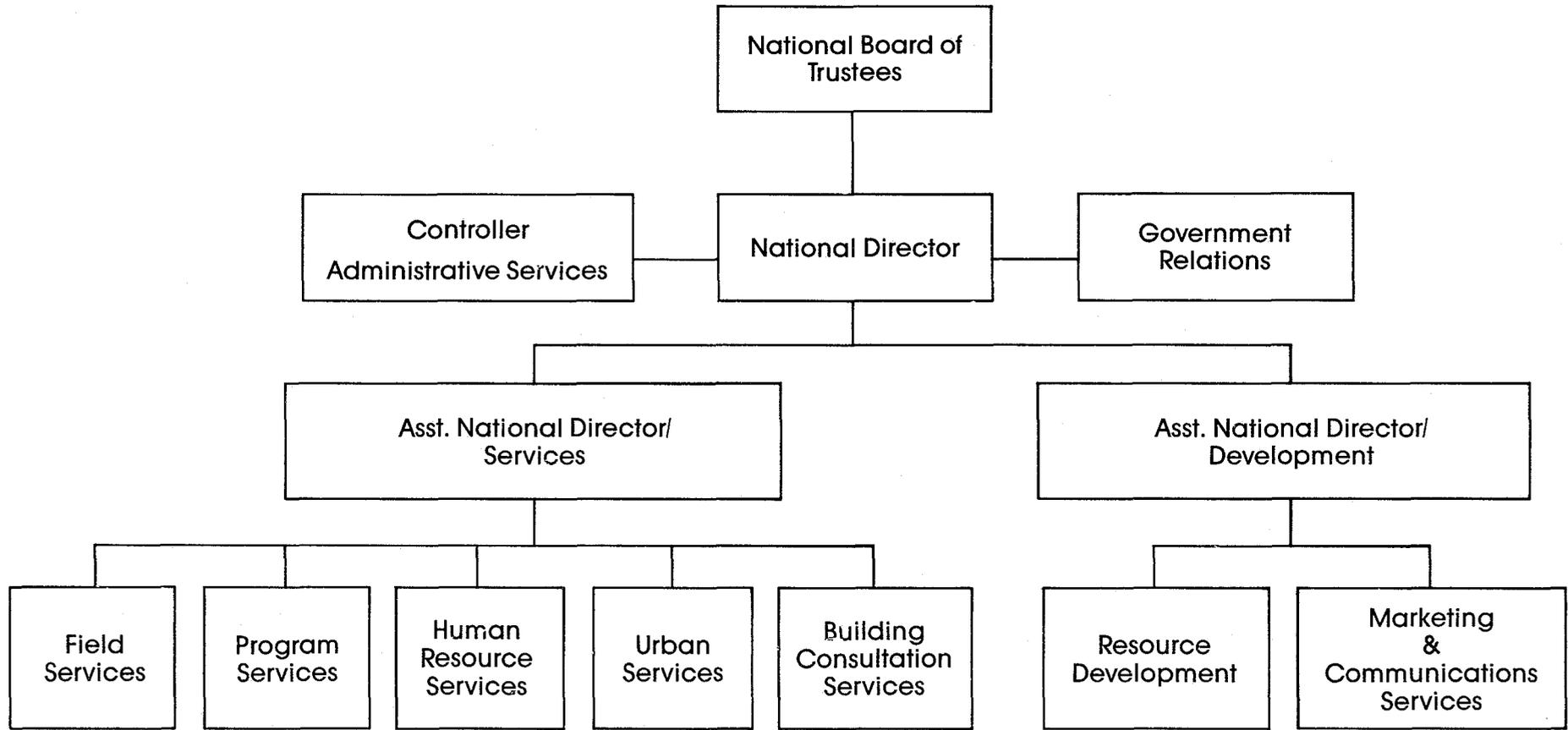
STRUCTURE

The national organization is managed by a highly competent professional staff led by National Director Thomas G. Garth. There are two primary "divisions", **Services to Clubs** and **Board and Resource Development**. Each division is made up of operating units known as **services**. (See following chart.)

The **Services to Clubs Division** provides direct service to Clubs and is made up of: Field Services; Program Services; Human Resource Services; Urban Services; and Building Consultation Services.

The **Board and Resource Development Division** has primary responsibility for developing the National Board of Trustees, raising funds to support the operation of the national organization and marketing the Movement to the public. This division is made up of Resource Development and Marketing & Communications Services.

Boys Clubs of America's Government Relations Office monitors legislation and informs local Club organizations about legislation and funding opportunities with implications for Club operations. The Director of Government Relations serves as the official liaison to federal agencies, Congress and The White House.



SERVICES TO CLUBS

One of the primary functions of Boys Clubs of America is the establishment of new Boys & Girls Club organizations through intensive organizing assistance. For very nominal annual dues, established organizations meeting minimal requirements can be members of Boys Clubs of America and benefit from the nationwide respect and recognition for the Movement and, more practically, from the following services provided to local organizations.

Field Services — Provides management and board development assistance.

Human Resource Services — Provides personnel and staff development assistance.

Program Services — Provides general program planning and evaluation assistance, administers annual national programs, conducts research and develops programs responding to current youth issues.

Urban Services — Provides assistance to Clubs in large urban areas and monitors issues and trends in urban environments.

Government Relations — Monitors legislative action and government funding opportunities for Clubs and serves as the official liaison to federal agencies, Congress and The White House.

Marketing and Communications — Provides general marketing assistance to Clubs, develops public service ad campaigns for Boys Clubs of America and local Clubs and publishes Boys Clubs of America's magazine and newsletters.

Building Consultation — Provides assistance to Clubs in building design, renovation and preventive maintenance.

The following chart provides an overview of specific services to Clubs.

AN OVERVIEW OF BOYS CLUBS OF AMERICA SERVICES TO CLUBS

FIELD SERVICES

Management Assistance:

- Formal Self-Evaluation
- Budget Planning
- Resource Development
- Long Range Planning
- New Service Location Surveys
- Expansion Planning
- Management Information Systems
- Executive Selection Assistance
- Regional Administrative Conferences

Board Development Assistance:

- President's Seminars
- Board Member Conferences
- Board Development Workshops
- Board Development Consultations
- Board Officer's Training
- Area Council Meetings
- Board Member Recognition Awards

HUMAN RESOURCE SERVICES

Personnel Assistance:

- Recruitment & Placement Assistance
- Personnel Data Bank
- Personnel Policy Development
- Salary Administration Program
- National Pension Plan
- National Medical and Life Insurance and Long Term Disability

Staff Development Assistance:

- Management Training
- Program Training
- National Conference
- Regional Program Institutes
- Robert W. Woodruff Fellowship Program
- Career Development Assistance
- Professional Certification for Club Professionals

PROGRAM SERVICES

General Program Assistance:

- Program Planning and Evaluation
- Membership Recruitment
- Honor Awards for Program Excellence
- Commitment to Quality Program
- Evaluation
- Manuals and How To Do It Publications

Annual National Programs:

Youth of the Year
Sectional Tournaments
National Contests
National Photography Contest
National and Regional Keystone Conferences
Epstein Fine Arts Scholarships
Keystone Clubs
Torch Clubs
Lipton Sportsmanship Award

Research and Development of New Programs:

SMART Moves
Targeted Outreach
SuperFit All Stars
The Body Works
Operation Secure
One With One
Job Search Club
Goals for Growth
Broader Horizons

MARKETING AND COMMUNICATIONS SERVICES

Video and Audio PSAs
Print Advertisements
News Releases
Workshops
Marketing & Communications Awards
CONNECTIONS Magazine
Executive Newsletter

BUILDING CONSULTATION SERVICES

New Facility Design
Design and Construction Plans Review
Facility Renovation
Preventive Maintenance
Handicap Accessibility
Building Material and Equipment Specifications

URBAN SERVICES

Contingency Planning Consultation
Internal Organization Planning
Conflict Negotiation & Resolution
Demographics and Trends Research & Analysis

GOVERNMENT RELATIONS

Monitors Legislation
Alerts Clubs to funding opportunities
Educates Elected and Appointed Government Officials
Liaison For Other BCA Services to Federal Government Officials
& Agencies, The White House and Congress

RELATIONSHIP WITH LOCAL CLUBS

Each of the 600 local Boys Club/Boys & Girls Club organizations affiliated with Boys Clubs of America is autonomous, operating under the policy guidance and financial support of a volunteer Board of Directors. Boys Clubs of America provides guidance and support to local Clubs but does not supervise or control Club activities. All organizations must meet certain minimum requirements for membership in Boys Clubs of America and pay nominal annual dues. In exchange, they benefit from the privilege of membership in a national organization providing a wide range of direct and indirect services.

Each local Boys Club/Boys & Girls Club has a formal voice in matters of national governance through the National Council. Each organization has a vote on matters that come before the Council. The National Council is composed of delegates elected annually by the governing body of each member organization (two from each Club, at least one of whom must be a Board volunteer), members of the national board, and delegates-at-large. It establishes governance policy for Boys Clubs of America and has ultimate control over all its operations. The National Council meets annually at the National Conference.

COMMUNICATION WITH CLUBS

Frequent visits by Field staff and headquarters specialists assure continuing, face-to-face contact between Boys Clubs of America and local Club leaders.

Written information is sent to Clubs regularly through:

- A weekly mailing to Clubs.
- A quarterly magazine CONNECTIONS.
- A bimonthly EXECUTIVE NEWSLETTER.
- Funding alerts from the Government Relations Office.

Annual national and regional meetings, planned with input from local Clubs, include:

- National Conference for administrators and board volunteers.
- Regional Administrative Conferences for Club administrators.
- Regional Program Institutes for program professionals.
- National and Regional Keystone Club Conferences for local Keystone Club members.
- Urban Conference for Executive Directors and Board Presidents of large urban organizations.
- Area Council meetings for Board Volunteers and Executive Directors of organizations in a defined geographic area, usually a state.

In addition, training programs and board member conferences provide other forums for communication between Boys Clubs of America and local Club leaders and staff.

LONG RANGE PLANNING PROCESS

Every five years, Boys Clubs of America convenes a National Planning Commission made up of national and local professionals and board volunteers. This commission is charged with analyzing internal and external demographics, trends and program issues and developing a recommended course of action to provide overall direction for the Movement (Boys Clubs of America and local organizations) over the next five year period.

The draft recommendations are disseminated to all Clubs for review and comment. The comments are then incorporated into a final Commission report defining specific recommendations for the Movement. The final report is voted on by the National Council and, if accepted, becomes the basis for long range planning by Boys Clubs of America and local organizations.

OUTREACH '91

BACKGROUND

A National Planning Commission was convened in 1985 to study external data including demographic and trend information as well as perceptions of Club professionals and board volunteers about the direction of the Movement.

The data revealed an increasing number of poor, minority and immigrant families as well as children raised by single parents and working parents. In addition, the data revealed more children at risk due to poverty, drug and alcohol use, crime, a lack of education and occupational skills.

The Commission report recommended two strategic directions for the Movement:

- **Growth in the number of youth served;** and
- **Growth in the quality of programs and services.**

This report was voted on and accepted by the National Council. **OUTREACH '91** is Boys Clubs of America's five-year plan (1987-1991) developed in response to the Commission report. The plan calls for:

- **Serving an additional 715,000 youth bringing the total youth served to two million;** and
- **Increasing the quality of core programs and specialized programs in response to the needs of today's youth.**

GROWTH IN NUMBER OF YOUTH SERVED

This growth goal, providing service to 2 million boys and girls, will be accomplished by:

- The establishment of 300 new service locations, including 70 new organizations, 121 new units and 109 extensions of existing organizations.
- Helping Clubs to reach more youth through existing facilities, programs, and services.

GROWTH IN THE QUALITY OF PROGRAMS AND SERVICES

This quality goal will be accomplished by:

- Helping Clubs to evaluate the quality of their programs, establish specific quality improvement objectives and implement quality improvement action plans.
- Helping Clubs recruit, retain and develop quality staff.
- Providing ongoing program and management assistance to Clubs.

OUTREACH '91 PROGRESS REPORT

- To date, 16 new organizations and 128 new units and extensions of existing organizations have been established.
- A quality improvement process has been developed by Boys Clubs of America and includes a comprehensive program assessment and steps for formulating quality improvement objectives and action plans. This resource, known as Commitment to Quality, has been utilized by more than 240 Clubs.
- New national program initiatives have been launched to help Clubs address issues of importance to youth: prevention of drug and alcohol use, pregnancy prevention, delinquency prevention, gang prevention and intervention and career exploration.

PUBLIC HOUSING INITIATIVE

One of the most significant developments to come out of **OUTREACH '91** is a major initiative to establish 100 Boys & Girls Clubs in public housing. With funding from the Office of Juvenile Justice and Delinquency Prevention, **ACTION** and the Office of Substance Abuse Prevention, Boys Clubs of America, in collaboration with local Boys Club/Boys & Girls Club organizations, established 23 new Clubs in public housing in 1987-88. This brings to 76 the number of Club sites in public housing projects.

An independent research team from Columbia University is evaluating the impact of Clubs in public housing. The evaluation design compares public housing developments with and without Boys & Girls Clubs. The evaluation to date indicates that **“Boys & Girls Clubs are exerting palpable and positive effects on children, adolescents and adults who reside in public housing projects. Substance abuse problems and juvenile delinquency have decreased in frequency and in severity. . . Youth served show increased school performance.”**

Boys Clubs of America, with support from the Office of Juvenile Justice and Delinquency Prevention, developed a “how-to” manual and training program for starting Clubs in public housing. All Boys Clubs of America Field Services staff have been trained in this program. With this expertise, Boys Clubs of America expects to reach its goal of 100 Clubs in public housing. A substantial effort is now underway to raise seed money from public and private sources to help start these new Clubs. The U.S. Department of Housing and Urban Development has pledged its support. Foundations and corporations are currently being approached about funding.

OUTREACH '91 PARTNERSHIP AWARDS

OUTREACH '91 is an ambitious plan—one that Boys Clubs of America can only accomplish in partnership with local Boys Club/Boys & Girls Club organizations.

At the 1989 National Conference, Boys Clubs of America introduced the **OUTREACH '91 Partners Incentive Program**, designed to provide recognition and other incentives for organizations that reach out to serve more members and take steps to improve the quality of programs and services.

In order to become an **OUTREACH '91 Partner**, a member organization must complete **Commitment to Quality** (a process for assessing the Club program and establishing quality improvement objectives and action plans) and increase the number of boys and girls served by at least 10 percent or establish a new unit or extension.

There are three levels of Partner Recognition:

Bronze Level:

Clubs must participate in the **Commitment to Quality** program and increase the number of boys and girls served by at least 10 percent or have a new unit or extension accepted into BCA membership.

Silver Level:

Clubs must participate in the **Commitment to Quality** program, increase the number of girls and boys served by at least 10 percent and have a new unit or extension accepted into BCA membership.

Gold Level:

Clubs must participate in the **Commitment to Quality** program and increase the number of boys and girls served by at least 20 percent.

Incentive-award points are declared annually according to the Partner level attained. Incentive-award points may be redeemed through a Program Redemption Center for a variety of merchandise including clothing, appliances and sports equipment.

In addition to receiving incentive award points to redeem for special merchandise, Partners are entered into special bonus drawings.

In 1988, the first year of the program, 61 organizations became **OUTREACH '91 Charter Partners**. In 1989 this number is projected to more than double.

GOVERNANCE AND OPERATION OF LOCAL CLUBS

LEGAL STATUS

Each Boys Club/Boys & Girls Club organization is incorporated under the laws of the state in which it operates. It is also recognized by the Internal Revenue Service as an exempt, charitable organization under Section 501(c)(3) of the Internal Revenue code. Each organization must file periodic reports as specified by their respective state governments and the federal government in order to maintain official status as a corporation and recognition as a charitable organization.

SCOPE AND STRUCTURE

A Boys Club/Boys & Girls Club organization operates one or more Club sites. If it operates only one Club it is referred to as a single unit organization. If it operates more than one Club site, it is referred to as a multi-unit organization. Some Boys Club/Boys & Girls Clubs also own and operate camps, group homes, and off-site programs in schools, parks, and other locations.

BOARD OF DIRECTORS

Each Boys Club/Boys & Girls Club organization operates under the governance policy and financial support provided by a volunteer Board of Directors. This Board of Directors has full accountability for the organization and must demonstrate reasonable and prudent judgement in the conduct of the organization's total operation. Usually, the Board of Directors consists of leading community citizens whose personal resources and influence assure the wisdom and financial resources needed to support a quality program.

The Board of Directors of a Boys Club/Boys & Girls Club holds regular meetings, usually monthly, to conduct its business. Much of the work in preparation for Board action is reviewed and developed by various committees of its members with the support of staff. If the Boys Club/Boys & Girls Club operates more than one Club site (Unit), it may utilize a group of volunteers as an advisory board, program committee, or some other volunteer structure to advise on and support the operations of each Unit. However, such groups are strictly advisory in nature and must conduct their activities in accord with policies and practices established by the Board of Directors.

EXECUTIVE DIRECTOR

The Executive Director is the chief professional of a Boys Club/Boys & Girls Club organization and is employed by the Board of Directors to which he/she is accountable. The Executive Director manages the operations of the organization consistent with its mission and within policies established by the Board of Directors. Working in close partnership with the Officers and Directors, the Executive Director assures that the Boys Club/Boys & Girls Club is well organized, is effective in its service delivery and is responsible to the community and funding sources for its overall successful operation.

FINANCING

Each Boys Club/Boys & Girls Club organization is responsible for determining its annual operating budget and implementing a plan for securing funds to cover planned expenses. Although most Clubs receive funding through their respective United Ways, substantial support is also derived from a variety of sources including business, foundations, individuals, civic clubs and special events. Whatever the sources, the Board of Directors of the organization is responsible for determining the budget and securing the needed funds. This responsibility is supported by the Executive Director and other staff as needed and assigned.

STAFFING

The size and scope of operations determines the staffing needs of a Boys Club/Boys & Girls Club. In addition to the Executive Director, each organization must have a full-time Unit Director for each Club site it operates. A larger multi-unit organization will tend to have more staff which might include an Assistant Executive Director (or Director of Operations), a Resource Development and Marketing Director, and other positions. In addition to a Unit Director, each Club site (Unit) operated by the organization will usually have two to three other full-time professional workers such as a Program Director, Health & Physical Education Director, Guidance Director and others, depending upon the size of the Unit. All staff employed by the organization are covered under personnel policies established by the Board of Directors and administered by the Executive Director.

VOLUNTEERS

In addition to volunteers who serve on the organization's Board of Directors, the Boys Club/Boys & Girls Club identifies and recruits volunteers to provide program and administrative services, thus expanding the capacity of the Club. Program volunteers usually are available two to three hours per week and will often lead a specific activity in which they have interest and skills. For example, volunteers may be utilized to serve as Keystone Club advisors, music leaders, arts and crafts instructors, coaches, special events leaders, etc. Many Clubs have a "Parents Club" or "Booster Club" made up of the parents of Club members.

COMMUNITY RELATIONSHIPS

Although the Boys Club/Boys & Girls Club is a private organization, it is essential that it be aware of and work collaboratively with other organizations and services within the community to maximize the use of all available resources. This includes working closely with schools, law enforcement, the Courts, public health officials, and other social service providers.

HOW NEW CLUBS ARE ESTABLISHED

NEW ORGANIZATIONS

In a community where there is no Club organization, Boys Clubs of America Field staff will provide on-site assistance to identify, recruit, organize, and assist community leaders in forming a Board of Directors and establishing a new Boys & Girls Club. Initially, a Steering Committee is formed among interested individuals and an action plan is developed leading to the formation of an organization capable of operating one or more Club sites. This includes formal incorporation, the securing of tax exempt status, securing funds, employing an Executive Director, securing a facility, and implementing a program for boys and girls. Boys Clubs of America Field staff guide these developments, usually resulting in an operational organization within 12 to 18 months.

NEW UNITS

When it is desirable to establish a new Boys & Girls Club in a city/area where there is already a successfully operating organization, Field staff will work with the existing organization to establish a new Unit. This usually includes helping the organization to conduct a youth situation study to determine the greatest area of need, determining the best possible locations within that area and the scope of services needed. It usually takes six to 14 months to establish a new Unit as a part of an existing Boys Club/Boys & Girls Club organization.

NEW UNITS IN PUBLIC HOUSING

Boys Clubs of America has developed a major initiative to establish Clubs in public housing and reach vast numbers of unserved boys and girls who need the services of a Boys & Girls Club. In most cases these new Clubs will be units of an existing organization. Through funding granted by OJJDP (Office of Juvenile Justice and Delinquency Prevention), Boys Clubs of America developed a "how to" manual on starting Clubs in public housing. It is important that a close working relationship be developed with the Housing Authority Commissioners and their executive staff.

In most cases, the Housing Authority is aware of the tremendous benefit of a Club and will provide space for the operation of a program. Oftentimes the space is in an existing community service building or several apartments which have been renovated to meet program needs. Another essential element for a Club in public housing is the involvement of its residents in the formation of the Club and its ongoing support. It is very important that funding sources are identified and committed in order to assure enough support to sustain the operation of the Unit Club.

PROGRAM

Though each organization is autonomous and develops and delivers program based on the needs in their particular community, there are certain program fundamentals to which all Clubs subscribe.

PREVENTION FOCUSED

Every aspect of the Club contributes to prevention of alcohol and other drug use.

- Club programs keep girls and boys off the streets and involve them in supervised activities, in a drug-free environment with positive role models.
- Club programs help young people prepare for adulthood and productive futures as parents, employees and citizens.
- Clubs conduct prevention programs that alert young people to the dangers of drugs and equip them with the skills, self esteem and confidence to say NO.

YOUTH DEVELOPMENT STRATEGY

Boys Clubs/Boys & Girls Clubs offer youth development programs. A common thread among Club programs is the Youth Development Strategy. This strategy attempts to incorporate into all programs and activities four basic “senses” which build self-esteem and help boys and girls grow into responsible citizens and leaders. These four senses are:

- **A sense of competence** – the feeling of pride and accomplishment when young people know they can do something and do it well.
- **A sense of usefulness** – the opportunity to do something of value for other people.
- **A sense of belonging** – an environment where young people know they have a place where they know they fit and are accepted.
- **A sense of power or influence** – a chance to be heard and to influence decisions that affect them.

To effectively implement the **Youth Development Strategy**, Clubs strive to incorporate these youth development principles. A basketball program, for instance, can enhance competence through skill instruction, usefulness by having older members coach younger members, belonging by having team names and colors, and power and influence by youth participation in scheduling, setting the rules and identifying peers for sportsmanship recognition.

CORE PROGRAM AREAS

The six Core Program Areas provide the overall framework for programming in a Club. The Core Program Areas help to insure that programming is diverse enough to meet the needs and interests of all boys and girls, from the youngest member to the oldest. Every Club needs a diverse Core Program in order to attract and retain boys and girls. The following are descriptions of the six core program areas and examples of each:

Cultural Enrichment

The **Cultural Enrichment** Core Program Area helps youth to enhance self-expression and creativity, develops multi-cultural appreciation, provides exposure to and develops skills in crafts, visual arts, performing arts and literary arts.

Examples: Folk festivals, woodworking, photography, pottery, puppetry, dance, storytelling, journalism.

Health and Physical Education

The **Health and Physical Education** Core Program Area helps youth to achieve and maintain fitness, acquire a broad range of physical skills, develop a sense of teamwork, cooperation and fairness and lead a healthy, active lifestyle.

Examples: Health examinations, health education projects and discussions, fitness testing, aerobic dancing, relay races, swimming lessons, basketball games and tournaments.

Social Recreation

The **Social Recreation** Core Program Area helps youth to get along with others, make new friends and provides opportunities for fun and constructive use of leisure time.

Examples: Parties, dances, chess clubs, billiards, friend-of-the-week, trips to amusement parks, gamesroom tournaments.

Citizenship and Leadership Development

The **Citizenship and Leadership Development** Core Program Area helps youth understand their democratic heritage, acquire skills for participating in the democratic process, develops leadership skills and provides opportunities for planning, decision making, contributing to Club and community, and celebrating national heritage.

Examples: Keystone Clubs, mock elections, Torch Clubs, leadership training for junior staff, voter registration drives, community service projects, intergenerational programs.

Personal and Educational Development

The **Personal and Educational Development** Core Program Area helps youth to prepare for their future, offers assistance in resolving personal crises and provides opportunities for career exploration and educational enhancement.

Examples: Homework assistance, supplemental computer education, career exploration, employability skills training, independent living classes, court-ordered community service, referrals to and from schools, courts and mental health agencies.

Outdoor and Environmental Education

The **Outdoor and Environmental Education** Core Program Area helps youth to develop an awareness, appreciation and knowledge of the environment through activities in the Club or in natural settings.

Examples: Gardening, community litter/trash removal campaign, care of animals and wildlife, use of maps and compass, camping and wilderness trips.

BASIC PROGRAM METHODS

How programs are delivered can also ensure program diversity. There are three basic approaches: individual, small group and large group. **Individual Programs** involve a purposeful, one-to-one contact made by a program professional or volunteer with a young person.

Examples include informal guidance, health exams, job placement, etc.

Small groups have a consistent registration of a small number of members (not more than 15) who meet regularly for a specific program, activity or other purpose. The interaction between the participants is as important as the interaction between the adult leader and participants.

Examples include drama club, friendship groups, and youth leadership and service programs such as Keystone and Torch Clubs.

Large group programs encourage skill development, self confidence, and participation. They are primarily drop-in activities which allow for optimum freedom and mobility.

Examples: dances, movies, carnivals, free play activities in the gym, pool and gamesroom.

SCHEDULE OF PROGRAMS AND ACTIVITIES

Clubs are generally open after school until 9:00 pm and on Saturdays during the day. During the summer months and when school is not in session, most Clubs are open all day.

BOYS CLUBS OF AMERICA NATIONAL PROGRAMS

OVERVIEW OF AVAILABLE PROGRAMS

Boys Clubs of America develops national programs utilized by local Clubs. In addition, the national office provides a regular source of program ideas through HOW TO DO IT Articles. Sample articles appear in the appendix.

Following is an overview of national programs developed by Boys Clubs of America. Training for many of these programs is provided to assist Club staff to implement them in the best possible way. Not all programs are utilized by all Clubs. Boys Clubs of America, in its ongoing work with Clubs, promotes each of these programs and encourages Clubs to utilize them.

Cultural Enrichment

National Photography Contest

This contest encourages girls and boys to learn and practice photography and provides local recognition and national awards. Clubs may submit photographs in each of four age groups. Winning photographs are displayed at the National Conference. Photography contest information outlining participation procedures is sent to Clubs each September.

Fine Arts Exhibit Program

The program is made up of local and regional exhibits and a national exhibit. Artwork in the following categories may be submitted: drawing, crayon, pastel, watercolor, oil or acrylic, print making, mixed media, collage and sculpture. Local exhibits provide recognition for all entrants. The most outstanding works are sent on to a regional exhibit and selected regional artwork is sent on for national judging. Artwork selected by national judges is exhibited at the National Conference. Information on the Fine Arts Exhibit Program is sent to Clubs each September.

Epstein Scholarship Program

This program encourages Clubs to submit applications for members with extraordinary talent in the performing, visual or literary arts. Applications and information are available on request. There are currently 16 Epstein Scholars receiving financial support for instruments, supplies, travel and related educational and competition expenses.

Health & Physical Education

National Contests: Football Throw and Basketball Spot Shot

All Clubs are invited to conduct the Football Throw in November and the Basketball Spot Shot in March. Awards are provided for boy and girl winners in four age classifications. Information on the Football Throw is sent to all Clubs in September. Information on Spot Shot is sent to all Clubs in January.

Sectional Tournaments

Individual Clubs serve as host to teams from four or more other Club organizations. Tournaments take place throughout the year according to the following schedule:

- Soccer (September-November)
- Mini Soccer (April-June)
- Basketball (January-March)
- Volleyball (April-June)
- Softball (June-August)

An awards package includes recognition for Club teams and individual participants. An invitation to host sectional tournaments is sent to all Clubs in August.

Sir Thomas J. Lipton Sportsmanship Award

An impressive bronze casting of Sir Thomas J. Lipton is available at no cost to Clubs as a means of promoting sportsmanship and recognizing the member who best exemplifies the highest ideals of sportsmanship. Information is sent to Clubs in November.

SuperFit All Stars

This health related fitness program includes a fitness test, fitness games and activities, personal record cards and forms to set goals and record progress.

Operation Secure

This collection of activities is designed to help boys and girls learn how to protect themselves from crime and violence on the street, at home and in school.

The Body Works

This health promotion program helps members learn and practice good health habits. Includes 200 action-oriented activities and a guide to arranging health examinations and follow-up services for members.

SMART Moves

This comprehensive prevention program teaches skills to resist peer and social pressures to use alcohol and other drugs and engage in sexual activity. The program includes three small group programs: one for pre-adolescents; one for adolescents; and, another for parents. In addition, the program contains Club-wide special events and an in-service training program for Club staff.

Citizenship and Leadership

Keystone Clubs

This is a small group leadership development program for high school age boys and girls. Keystone Clubs elect officers and plan and implement their own activities and community service projects. Keystone Clubs are chartered by Boys Clubs of America. A chartered Keystone Club receives the Keystoner Newsletter, special mailings, and is eligible to attend the annual National Keystone Conference. Charter applications can be requested and submitted anytime during the year.

National Keystone Conference

This is an annual youth leadership conference open to members of chartered Keystone Clubs. The conference is planned by a Keystoners steering committee supported by adult advisors and national staff. Over 1,000 Keystoners raise their own funds and travel with their Keystone Clubs to the Conference where they learn about major issues, assume leadership roles, establish friendships and have the experience of a lifetime. The conference is held each Spring. A registration fee is charged to adults and Keystoners. Information is sent to Clubs in December.

Youth of the Year

This is an annual program designed to promote and recognize service to Club and community, academic performance and contributions to family and spiritual life. Club-selected Youth of the Year winners receive a certificate and medallion and enter a state competition. State winners receive a plaque and enter a regional competition. Regional winners receive a \$500 scholarship and enter a national competition held in Washington, D.C. The National Youth of the Year receives an additional \$4,500 scholarship and is installed by the President of the United States. Entry kits are sent to Clubs in January.

Torch Clubs

This is a small group leadership club for middle school-age boys and girls. Torch Club members elect officers and plan and implement their own activities and projects. Torch Clubs are chartered by Boys Clubs of America and receive periodic mailings of resources, program ideas, etc. Charter applications may be requested and submitted anytime during the year.

International Exchange

Opportunities are made available for youth exchanges in foreign countries. As part of this program, Clubs host boys and girls from visiting countries as well as send members on exchanges.

Personal and Educational Development

Targeted Outreach

This delinquency prevention program is designed to identify at-risk youth through linkages with schools, mental health centers, the juvenile justice system, etc. and mainstream them into the ongoing Club program. An individual case management system is utilized to monitor the progress of each boy and girl referred to the Club.

Albert L. Cole Youth Entrepreneurs Program

Each year two grants of \$12,000 each are made to two Clubs for starting a youth owned and operated business. Applications to apply for this grant are sent to all Clubs in September. Youth owned and operated businesses started through this program include a picture framing business, a crafts business, a pecan farming business and others.

One-with-One

This career exploration small group program pairs boys and girls with board members and other adult volunteer mentors to explore careers of their choice.

Broader Horizons

This career exploration small group program exposes young people to a wide variety of career opportunities by taking them to college campuses, vocational schools, business and manufacturing sites.

Job Search Club

This youth employment program is designed to teach boys and girls the skills necessary to locate jobs, complete a job application and go through a job interview.

Goals for Growth

Currently under development, this is a goal setting program designed to teach boys and girls what goals are, why they are important and how to establish and achieve them. (Available in 1990.)

Educational Enhancement

Currently under development, this is a comprehensive program designed to provide support in learning basic skills and developing critical thinking skills as well as providing guidance and encouragement to succeed in school. (Available in late 1990.)

Other National Programs

Commitment to Quality

This is a process by which Clubs assess their Core Program using 100 Quality Program Statements, and develop and implement an action plan to improve quality. Commitment to Quality is an excellent program evaluation, planning and orientation tool. Participating Clubs are eligible for Commitment to Quality Awards. A Commitment to Quality workbook is sent to all Clubs each August.

Honor Awards for Program Excellence

All Clubs are invited to submit program entries in the six Core Program Areas and other specially designated categories. One honor award winning program and up to four merit award winning programs are selected in each area. These prestigious awards are presented every year at the National Conference. An invitation to submit program entries is sent to all Clubs in November.

Bring-a-Friend Week

Each year Clubs are encouraged to designate one or more week(s) to conduct a Bring-a-Friend campaign. Program guidelines, posters and certificates for recognizing member participation are available on request throughout the year.

Nature Club Program

Currently under development, this is an outdoor and environmental education small group program. (Available to Clubs in 1990.)

NATIONAL PROGRAM HIGHLIGHTS

SMART Moves

Objectives

SMART Moves is a comprehensive prevention program addressing three major youth problems, alcohol and other drug use and early sexual involvement.

SMART Moves is designed to reduce teenage vulnerability to alcohol use, other drug use and early sexual involvement by:

1. Enhancing skills to identify and resist peer, social and media pressures.
2. Improving "life skills" in decision making, coping with stress and effective communication.
3. Transmitting essential and accurate information about alcohol and other drugs and adolescent sexuality.
4. Increasing communication among parents or guardians and their children regarding alcohol, drugs and adolescent sexuality.
5. Promoting community awareness and establishing a Club environment that encourages young people to say "NO."

Program Components

Because SMART Moves is comprehensive but also flexible, it can be implemented in any Club, large or small. Various program components include:

1. **A Guide for SMART Operators** provides an overview of the program and describes suggested prevention strategies in a step-by-step fashion.
2. **Start SMART** is a program for 10 to 12-year-olds, originally developed at the University of Southern California. It was expanded to include information and skills related to pregnancy prevention and adapted to the special needs of Boys Clubs/ Boys & Girls Clubs. Group members talk about peer pressure and media influence, practice role-playing and acquire accurate information and skills.
3. **Stay SMART** is for 13 to 15-year-olds. The basic program helps young people develop social skills so that they can deal effectively with issues of assertiveness, decision making, coping with stress and life planning. Stay SMART is based on a program developed by Dr. Gilbert J. Botvin Associate Professor at Cornell Medical Center, and has been adapted for use in Boys Clubs/ Boys & Girls Clubs.

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4. **Keep SMART** involves parents. Developed by the staff at Boys Clubs of America, Keep SMART focuses on helping parents understand the reality of peer and social pressure. Keep SMART also teaches parents how to improve communication with their children and provides up-to-date information in relevant areas.
 5. **Be SMART** is an in-service training program for Club staff, volunteers and prevention teams. It ensures a common understanding of the program's goals and objectives, and helps to promote and reinforce consistent messages.
 6. **SMART Ideas** is a manual of special events for Clubs and the community, designed to increase community awareness and to foster support for the program.

Program Implementation

The program is implemented by a 12-person prevention team made up of two staff members, two parents, two community representatives and six older Club members. Boys Clubs of America provides SMART Moves manuals and a videotape, along with a training program. In addition, specialized technical assistance is available from national staff. A schedule of SMART Moves training events will be made available to Drug Demand Reduction Coordinators.

Broader Horizons: A Career Exploration Program

Objectives

BROADER HORIZONS is one of a series of Boys Clubs of America youth employment and career exploration programs exposing young people to the many work options available to them. Members are taken to where the action is: the campus of local universities, colleges and vocational schools and the inside of businesses and corporations. These field trips are not walk-through tours, but in-depth educational experiences providing youth with the opportunity to explore the site, discover training requirements and job opportunities.

The program has two central program objectives:

1. To encourage participants to develop career interests and understanding strengths and skills through self-awareness exercises.
2. To motivate participants to learn about preparing for the world of work and maintaining employment in a career of interest to them. This is accomplished by broadening career choices of group members with in-depth experiential learning opportunities through organized field trips to various work settings and educational centers.

Program Components

1. **Self-Awareness** — Small group activities help group members discover aptitudes and research possible careers. Using personal inventories and group exercises, participants identify specific interests, abilities and skills they can relate to career choices. These activities also help identify locations for field trips.
2. **Field Trips** — Board members, alumni and adult volunteers from the community host field trips that expose group members to educational settings and work environments to which they might not otherwise be exposed. Issues such as the changing employment market, education and training options and career preparation are addressed.
3. **Follow-up** — After each field trip, group activities are initiated to review experiences, answer questions and plan activities to continue the career exploration process.

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4. **Recognition** – Various recognition activities are conducted for Board members, community volunteers and staff who contribute time and expertise to the program. The accomplishments of Club members who participate are formally recognized and reinforced.

In combination, these components help young people understand the crucial connections between educational achievement and career planning, between goal-setting and hard work. Broader Horizons helps members see beyond their present existence and gives them the opportunity to believe in a future that will be productive, rewarding and worth working for.

Program Implementation

Boys Clubs of America provides program materials and a training program. In addition, technical assistance is available on request. A schedule of all career exploration training events will be made available to Drug Demand Reduction Coordinators.

One-With-One Career Exploration Program

Objectives

Most young people today have little access to guidance in exploring careers. Many Club members, because of their limited networks into the world of work, are at an even greater disadvantage. Through their Board members and community contacts, local Boys Clubs/Boys & Girls Clubs can narrow this disadvantage and open up a whole new world for many young people.

The objectives of ONE-WITH-ONE are to offer boys and girls a chance to:

1. Survey jobs.
2. Formulate mentor relationships with successful positive adults who help them raise their self-image.
3. Assess their own abilities.
4. Prepare for the world of work.

Program Components

Local board members and other adults in the community are matched with a Club member to provide the young person with an IN-DEPTH review of their (the mentor's) field or occupation.

1. Club staff provide an orientation to members, parents and mentors regarding responsibilities and anticipated outcomes. Follow-up activities are used to process the mentoring experience.
2. A Career Interest Survey is administered, designed to identify occupational interests. Survey results are used to help match participants and mentors with corresponding occupations and interests.
3. Parent(s) of participants attend a career orientation workshop. This activity is designed to inform parent(s) about the program, encourage them to become involved in their child's career development and support the ONE WITH-ONE mentor match.
4. Mentors are identified by the Executive Director and staff and recruited from (and often by) the Club's Board Program Committee, Alumni Association and local contacts in the community.
5. The mentors take the young person with whom they're matched to their place of employment where there are opportunities to meet other employees, discuss occupations and observe jobs performed.

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6. The mentors spend enough time with each young person (“match”) to establish a relationship, discuss the routine of work, working conditions, related jobs, sources of additional information, training requirements, and employment opportunities and prospects.

Adults serving as mentors should be willing to meet with their “match” several times over a two-month period. It is estimated that a total of eight hours will be needed to give a detailed orientation to a particular field.

All ONE-WITH-ONE matches are open-ended. They might terminate after a few visits or they may last for a substantial period of time, depending on the interests of the individuals involved.

Program Implementation

ONE-WITH-ONE can be implemented in any Boys Club/Boys & Girls Club in any size community. ONE-WITH-ONE program materials and training are available from Boys Clubs of America. In addition, technical assistance is available on request. A schedule of training will be made available to Drug Demand Reduction Coordinators.

Match Examples

- The local news anchorwoman on Detroit’s NBC affiliate television station volunteered to serve as a mentor for a girl who aspired to be a news reporter. The teenager spent a day “shadowing” her mentor, observing the entire news operation. The most powerful lesson she learned was the importance of solid preparation and background knowledge needed to do the job well. It boosted the teenager’s self-confidence and affirmed her realization that the key to such an aspiration was a good education.
- A computer systems manager who works in a K-Mart store became a mentor for a teenage boy who wanted to “get a job in computers.” In addition to introducing this broad field to the teenager, the mentor spent additional time helping him research college scholarships and computer training schools.
- A manager in a TJ Max department store became a mentor for a teenager uncertain about his career goal. As he observed his mentor on the job, the boy’s eyes opened wide to the skills and knowledge required to succeed. Although the youth had been talking about dropping out of high school, he realized the importance of furthering his education. The mentor’s advice helped the teenager make the decision to stay in school.
- A mentor helped a youth realize that law is an interesting and varied field, but in reality is nothing like what the teenager saw every week on “L.A. Law.”
- A young man in Detroit seeking a career in the theatre observed the entire production of “Cats” from backstage, where he met with cast members and production technicians.
- A young girl who almost gave up her dream of becoming a lawyer met with a female district attorney who convinced her to continue her education towards a law degree.
- A Board Member in Lansing heard of the program during his orientation to the Board. As the owner of Tru-Mark Tool and Die, he had 16 different young people meet with various members of his firm. He had “a mentor” when he was young and as a result was inspired to achieve. ONE-WITH-ONE, he says, is allowing him to do the same for young people today.

Targeted Outreach: A Delinquency Intervention Program

Objectives

TARGETED OUTREACH is Boys Clubs of America's program of tested effective techniques and strategies to reduce or contain youth crime, and point young people in alternative, positive directions.

Through a referral network of linkages with schools, courts, police, and other community youth service agencies, youth identified as "at-risk" by clearly defined criteria are recruited and mainstreamed into core program activities at the Clubs. These activities are designed to help young people gain:

- **A sense of competence** — the feeling there is something they can do well.
- **A sense of usefulness** — the opportunity to do something of value for other people.
- **A sense of belonging** — a setting where the individual knows he or she has a place, where he or she knows they "fit" and are accepted.
- **A sense of power or influence** — a chance to be heard and influence decisions.

Currently, special applications of the TARGETED OUTREACH techniques and strategies are being developed to prevent the involvement of young people in youth gangs and, in certain limited cases, intervene with youth who are active members of gangs.

Program Components

The TARGETED OUTREACH Program will build a Club staff's capacity to:

- Plan and evaluate Club core program activities based on a strategy for positive youth development.
- Increase staff ability to intervene and work with troubled young people.
- Establish linkages with local juvenile justice systems, schools, other community agencies and organizations, and provide them with service alternatives through the Clubs.
- Recruit new members of junior high school age or above, and who are either "at-risk" or have already had a minor involvement in the juvenile justice system, and mainstream these youth into the Club's core programs.
- Use a case management approach to follow-up the involvement of each young person referred to the Club.
- Market the Club's delinquency prevention program through a guide to proposal development and a foundation search to insure continuation of TARGETED OUTREACH as a permanent part of the Club's program.

Program Implementation

The program is implemented through intensive, two-day training events attended by the Club's full-time professional staff. Materials and technical assistance are provided by Boys Clubs of America to facilitate program planning and development, interagency networking, and resource development to support program continuation. A schedule of training will be made available to Drug Demand Reduction Coordinators.

Keystoning

Keystoning is one of the premier teen leadership and service programs in America. Founded by Boys Clubs of America in 1964, Keystoning meets the vitally important needs of adolescents for a positive group experience, the guidance of an adult advisor and for opportunities to make decisions and serve others.

Keystoning is a group Club program for Club members 14 to 18 years old. Keystone Clubs consist of an adult advisor and approximately 8 to 15 youth who elect their own officers and plan and implement their own activities in six program areas: service to Club and community, leadership development, education and career exploration, brotherhood, free enterprise and social recreation.

All Keystone Club activities, whether a drug prevention helpline or a holiday food basket program, stress service and leadership. Keystoning is learning in the best sense of the word because it is integrated with action. It is a unique citizenship development experience that gives young people the opportunity to contribute something of value to others and have a voice in how that contribution is made. Service and leadership are the highest responsibilities of citizenship, and they are hallmarks of the Keystone Club experience.

Finally, Keystoning gives young people a chance to act on their humanitarian ideals, and through this experience they build self respect and strong attachments to family and community.

Local Keystone Activities

Each year, local Keystone Clubs conduct at least one program activity in each of the six areas of Keystoning, with a major emphasis on a Club or community service project. The following are examples of local Keystone activities:

Service to Club and Community — Voter registration drives, drug prevention help lines, Veterans Day celebrations, community service bureaus, child safety programs, holiday food baskets, hospital visitations, community clean-up campaigns.

Leadership Development — Forums on current events, coaching intramural teams, speakers bureaus, leadership training retreats, public speaking workshops, team building activities, mock elections.

Education and Career Exploration — Career fairs, career in-service days, tutoring, job search activities, college visits, book fairs, stay-in-school campaigns, GED and SAT preparation.

Brotherhood — Special Olympics, exchange programs, peer counseling programs, UN Day celebrations, Black History Month activities, multi-cultural fairs, area get-togethers and mini-conferences, intergenerational service activities.

Free Enterprise — Recycling projects, car-washathons, T-shirt sales, concession stands, bake sales, auctions, baby-sitting services, fundraising dinners.

Social Recreation — Holiday parties, dances, gamesroom carnivals, on-the-spot fun, trips and tours, picnics, recreation activities for senior citizens or other groups, swap shops.

Regional Keystone Activities

Regional conferences for Keystone Club members are conducted in each of the five regions of Boys Clubs of America. The conferences are planned and led by Keystone Club members, and they provide opportunities for Keystoners to develop skills and address issues of concern to young people. Awards are presented for outstanding programs and distinguished service in the region.

National Keystone Activities

An annual national conference is conducted for members of chartered Keystone Clubs. The conference is an opportunity for Keystoneers to broaden their knowledge, develop skills, address issues of concern and promote Keystoning as a national youth movement. Keystoneers plan and lead sessions, workshops, tours and special events. A plaque and cash prizes are awarded to the Keystone Clubs with the most outstanding programs. The highest award given at the conference is to the adult advisor who best exemplifies the Keystone qualities of service and leadership.

The Conference is also the kickoff for an annual national service project. In 1987 the project was "Drug Free and Proud To Be", in 1988 teen pregnancy prevention, and in 1989 a literacy project called "Read Across America".

The Keystoneer newsletter contains program ideas and news about Keystone activities and is published quarterly by Boys Clubs of America.

99 PLUS IDEAS FOR WORKING WITH CLUBS

The very best way to determine how to work with a Club is to meet with the Executive Director and Board Member(s) to identify local needs. Two very important questions to ask are:

- How can I help the organization become an OUTREACH '91 Partner? (See "Outreach 91" section.)
- How can I help to start or expand the SMART Moves program.

These questions will get your discussion off to a good start.

This section contains some ideas to discuss with the Club. In most cases, Drug Demand Reduction Coordinators will not serve as program volunteers in the Club but as "conduits" for getting things done for Clubs through contacts with law enforcement and other community agencies, civic groups and business and industry representatives.

All of these ideas will help Clubs develop programs that improve the quality of life for members, involve them in supervised after-school opportunities, keep them off the streets and build their self-esteem. In this sense, each of these ideas is an opportunity for drug prevention. In addition, many of the following ideas are specifically designed to help members resist peer and social pressures to use drugs.

DRUG PREVENTION

- Conduct a briefing for board members, staff and parents about the drug situation in the community. Encourage Club participation in SMART Moves, BCA's drug prevention program, if they haven't started the program already.
- Obtain a sponsor for a Clubwide drug prevention poster or essay contest with awards for winners and a party for all contestants.
- Arrange for Club members to produce a drug prevention public service announcement aired by a local radio or television station.
- Obtain supplies and arrange a location and media coverage for Club members to conduct a large balloon release with a "Say No" to drugs message attached to each balloon.
- Participate in the planning of a Club initiated Say "No" to drugs March, Rally, Marathon or Candlelight vigil. Arrange for celebrity appearances, police road blocks, publicity, literature, etc.
- Participate in the planning of the Club's Red Ribbon Campaign each October.
- Arrange to print "Say No" to drugs holiday greeting cards, book covers, or coloring books created by Club members. Members can send these to friends and relatives.
- Visit the Club to talk with Club members about the drug problem in the community.
- Find a sponsor for a Say "No" to drugs contest with prizes for the most ways to say no, the most creative ways to say no, the most effective ways to say no, etc.
- Sponsor a pledge campaign in which Club members sign a pledge card to say "NO" to drugs and pledge to get three friends to sign pledge cards. Coordinate the presentation of signed pledges to the Mayor.
- Meet with the Club's SMART Moves prevention team to determine how you can help the Club's prevention program.

CULTURAL ENRICHMENT

- Arrange for an exhibit of member's artwork in a prominent place in the community.
- Host a reception for community leaders to see the exhibit.
- Obtain cameras and photography equipment, along with a volunteer photography instructor, to start a photography club.
- Obtain tickets for Club members to attend cultural events such as plays and recitals and arrange a backstage meeting with performers.
- Recruit volunteers to provide individual or group instruction for Club members in the visual and performing arts.
- Arrange for police artists to demonstrate how a composite is done.
- Arrange for donations of art supplies and equipment to expand the cultural enrichment program.

PERSONAL AND EDUCATIONAL DEVELOPMENT

- Arrange an inservice training program for staff on child abuse, how to detect it, what to do when it is suspected and what the law states.
- Recruit career mentors for the One-with-One program.
- Be a One-With-One Mentor.
- Arrange tours of law enforcement establishments for the Broader Horizon program.
- Serve as guest speaker on careers in law enforcement.
- Help a group of young people to start a business.
- Arrange for a personnel director to speak to members about completing a job application, preparing for a job interview, how to keep a job, etc.
- Create a job bank for Club members by referring appropriate job openings to Club staff who will refer applicants to the prospective employer.
- Recruit contacts to share their specialized skill(s) with Club members through classes at the Club, e.g., auto mechanics, print shop and other vocational activities.
- Recruit men and women from business to serve as tutors for members.
- Create and present special awards to members who improve their grades in school.
- Sponsor a reading recognition contest with special recognition for members who read a specified number of books.
- Arrange for a group of members to visit a college, audit classes, tour the campus and stay overnight in the dorms.
- Arrange for an in-service training for Club staff on how to diffuse a potentially violent situation.
- Arrange stress reduction programs for staff who work in highly volatile environments.
- Gather data for Clubs on crimes involving youth as perpetrators or victims, and present to staff and board with crime prevention recommendations for the Club.
- Appraise Club staff and board on the gang situation in the community.
- Request local business to donate clothing and toys for distributing to needy children through the Club.

HEALTH AND PHYSICAL EDUCATION

- Recruit volunteer health professionals to provide health examinations and follow-up services for needy members.
- Conduct a personal protection class(es) to teach members how to protect themselves from crime and violence on the streets and in school.
- Work with the Lions Club to arrange vision screening for all members and eye-glasses for members who can not afford them.
- Arrange a firearms safety class.
- Arrange a first aid and CPR class for staff and Club members.
- Recruit a volunteer to teach a fitness course that prepares members to pass the same fitness test required to become police officers or FBI agents.
- Arrange for local athletes to be part of the Club sports awards presentations.
- Arrange for professional athletes to conduct sports clinics at the Club.
- Arrange for a Halloween safety program for younger Club members.

SOCIAL RECREATION

- Recruit a volunteer to start a Chess Club for members.
- Recruit volunteers from law enforcement and other fields to come to the Club on a designated night. Adult role models matched with a Club member participate as a team in structured gamesroom tournaments and other competitions.
- Help arrange and/or be a part of a Boys/Girls night out program.
- Identify a sponsor for a picnic for Club members and their families.
- Recruit chaperons for sleepovers, post prom night, alumni reunions, etc.
- Sponsor a Club Christmas party for members.

CITIZENSHIP AND LEADERSHIP DEVELOPMENT

- Serve as judge for Club Youth of the Year program.
- Recruit a volunteer leader to serve as advisor to a Keystone Club or Torch Club. These are small group leadership and community service programs.
- Help set up an "Operation I.D." program in which members are trained to mark valuable items with a traceable identification number as a community service project.
- Help members develop and implement a community crime prevention campaign.
- Teach a class on youth and the law which instructs members about the judicial system and the laws affecting young people (i.e., locker searches.)
- Help establish a community Teen Court in which a youthful offender appears before a Teen Court. Teens serve as jurors, attorneys, court clerks, etc.
- Identify a crime prevention or other type of community service project for Club members.
- Arrange for members to take a public speaking course and/or identify public speaking opportunities for them.

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- Arrange for members to meet with judges, district attorneys and other public officials to talk about their strategy in the war on drugs.
 - Find a sponsor to fund the Keystone Club's trip to the National Keystone Conference.
 - Identify a sponsor to purchase jackets for Keystone Club and Torch Club members.

OUTDOOR AND ENVIRONMENTAL EDUCATION

- Secure scholarships to send needy members to camp.
- Arrange an Outward Bound or adventure camp opportunity for Club members.
- Secure land, equipment and materials for members to plant and harvest a community garden.
- Take members on a fishing trip.
- Arrange for members to initiate and participate in a community tree planting project.

MEMBERSHIP RECRUITMENT

- Arrange for businesses to contribute items like couches, stereo equipment, large screen television, etc. to equip a special teen center at the Club that attracts older members.
- Make presentations at schools and to adults who work with youth promoting the local Club.
- Encourage juvenile court judges, police and others in law enforcement to refer at-risk youth to the Club.

ESTABLISHING A NEW BOYS & GIRLS CLUB UNIT

- Assist with demographic study to determine best location.
- Help identify and secure facility for renovation.
- Help identify and secure land for new construction.
- Help identify community needs for program development.
- Help identify and recruit advisory board volunteers.
- Help identify and recruit program volunteers.
- Secure needed equipment.
- Help with membership recruitment.
- Help with publicity to promote new unit.
- Secure volunteers for renovations and repairs.

ESTABLISHING A NEW BOYS & GIRLS CLUB ORGANIZATION

- Work with BCA Regional staff to identify and recruit key community leaders for Steering Committee.
- Serve on Steering Committee.
- Speak to Civic Clubs about general support for a new organization.
- Help with general public relations.
- Help identify and secure a facility for Club programs
- Help with youth situation study (best location for Club, needs, etc.)

OTHER

- Arrange for a printer to print Club brochures, newsletters, membership applications, annual report, etc.
- Arrange for local television and radio stations to air Club PSA's.
- Arrange for Clubs to receive office furniture and equipment including computers from businesses that might be updating or upgrading their offices.
- Arrange for fingerprinting of members as a form of identification of missing children.
- Make presentations to local civic groups about the important work the local Club is doing.
- Request that the local media (television and/or newspaper) do a story on the Club.
- Obtain vehicles to transport youth in outlying areas or public housing projects to the Club.
- Obtain donation items for a Club auction.
- Obtain computer hardware, software and technical assistance to help Clubs computerize their operations as well as encourage members to utilize computers in Club programs.
- Conduct security checks of the Club facility and arrange to have necessary locks and alarm systems installed.
- Arrange for installation of outdoor safety lighting.
- Arrange for contractors to contribute in kind services such as painting, carpentry, plumbing.
- Arrange for an artist to paint a Club mural with assistance from members.
- Obtain gardening equipment and/or lawn maintenance services for Clubs.

MAKING CONTACTS

HOW TO CONTACT CLUBS

Each Drug Demand Reduction Coordinator will be given the names, addresses, and telephone numbers of the Boys Club/Boys & Girls Club organizations, including the name of their Executive Director, in their immediate Field Office area. However, the first one on the list will be the "lead" organization, the one with which the Drug Demand Reduction Coordinator will primarily work. "Lead" organizations will have been advised of the BCA/FBI/OJJDP project.

The initial contact with the "Lead" Boys Club/Boys & Girls Club will be made by the Drug Demand Reduction Coordinator to the Executive Director of the Boys Club/Boys & Girls Club. Following the initial meeting to establish the ways in which the Club and Drug Demand Reduction Coordinator will work together, a key staff person (Director of Operations, Program Director, etc.) may be designated as the key contact with the Drug Demand Reduction Coordinator, provided the Executive Director is kept informed and involved as needed.

When and if available, a BCA Regional staff representative will participate in the initial meeting.

WHO TO CALL WITH QUESTIONS

Ongoing primary communications will be between the Drug Demand Reduction Coordinator and the Boys Club/Boys & Girls Club Executive Director or key staff contact as assigned. Should problems arise or assistance be needed, the Drug Demand Reduction Coordinator should contact the BCA Regional Director of the region in which his/her Field Office is located

Questions regarding the overall scope and supervision of the BCA/FBI/OJJDP program should be addressed to either of the following:

Mr. Lane Betts
Supervisory Special Agent
Research/Drug Demand Reduction Unit
FBI Headquarters
Room 7350
9th & Pennsylvania, NW
Washington, DC 20535
(202) 324-4907

Mr. Errol Sewell, Director
National Field Services
Boys Clubs of America
771 First Avenue
New York, NY 10017
(212) 351-5928

DIRECTORY OF BCA CONTACTS:

- Project Director:** Mr. Errol Sewell
Director of National Field Services
Boys Clubs of America
771 First Avenue
New York, NY 10017
(212) 351-5928
- General Program:** Ms. Roxanne Spillet
Director of Program Services
Boys Clubs of America
771 First Avenue
New York, NY 10017
(212) 351-5906
- SMART Moves:** Ms. Gale Barrett-Kavanagh
Director for the National Prevention Initiative
Boys Clubs of America
771 First Avenue
New York, NY 10017
(212) 351-5910
- Targeted Outreach:** Ms. Geri Lynn Mansfield DiMaio
Director of Delinquency Intervention
Boys Clubs of America
771 First Avenue
New York, NY 10017
(212) 351-5911
- Urban Services:** Mr. Jim Cox
Director of Urban Services
Boys Clubs of America
771 First Avenue
New York, NY 10017
(212) 351-5930

Boys Clubs of America Regional Distribution of FBI Field Divisions

MIDWEST REGION

Chicago	Boys Clubs of America
Cincinnati	1535 Burgundy Pky.
Cleveland	Streamwood, IL 60107
Detroit	(312) 830-9200
Indianapolis	Joseph T. DeCerbo (Joe)
Kansas City	Regional Director
Louisville	
Milwaukee	Isaac Snell (Ike)
Minneapolis	Assistant Regional Director
Omaha	
St. Louis	
Springfield	

NORTHEAST REGION

Albany	Boys Clubs of America
Baltimore	771 First Avenue
Boston	New York, NY 10017
Buffalo	(212) 351-5915
Newark	George Krupanski (George)
New Haven	Regional Director
New York	
Philadelphia	
Pittsburgh	
Hato Rey	

PACIFIC REGION

Anchorage	Boys Clubs of America
Honolulu	10520 Magnolia Boulevard
Las Vegas	North Hollywood, CA 91601
Phoenix	(818) 506-8033
Portland	Salvatore Rubino (Sal)
Sacramento	Regional Director
Salt Lake City	
San Diego	
San Francisco	
Seattle	

SOUTHEAST REGION

Atlanta
Birmingham
Charlotte
Columbia
Jackson
Knoxville
Memphis
Miami
Mobile
New Orleans
Norfolk
Richmond
Savannah
Tampa
Washington
Jacksonville

Boys Clubs of America
420 14th Street, NW
Atlanta, GA 30318
(404) 892-3317
David W. Roark (David)
Regional Director

J. Richard Ullom (Dick)
Assistant Regional Director

SOUTHWEST REGION

Albuquerque
Dallas
Denver
El Paso
Houston
Little Rock
Oklahoma City
San Antonio

Boys Clubs of America
2107 North Collins Boulevard
Richardson, TX 75080
(214) 690-1393
James Stratton (Jim)
Regional Director

Alex Barrera (Alex)
Assistant Regional Director

