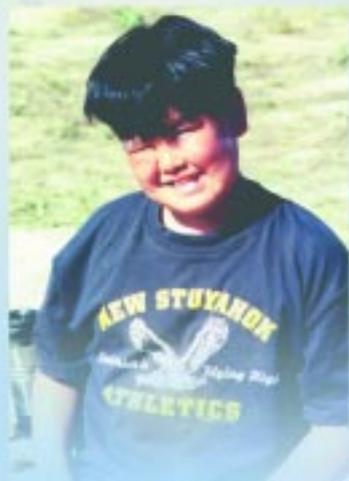


FORGING A NEW PATH

**A GUIDE TO STARTING
BOYS & GIRLS CLUBS IN ALASKA**



**U.S. DEPARTMENT OF HOUSING
AND URBAN DEVELOPMENT
OFFICE OF NATIVE AMERICAN PROGRAMS**



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ACKNOWLEDGMENTS

This publication describes an exciting initiative underway in the state of Alaska—the establishment of Boys & Girls Clubs. Boys & Girls Clubs, whose mission is to inspire and enable all young people, especially those from disadvantaged circumstances, to realize their full potential as productive, responsible and caring citizens, has been changing lives since 1860 when the very first Club was organized. The U.S. Department of Housing and Urban Development (HUD), through the leadership of its Office of Native American Programs (ONAP), is proud to support the the development, growth, and implementation of Clubs in rural and native Alaska. HUD gratefully acknowledges the energetic commitment of its partners in this endeavor, Boys & Girls Clubs of America and the Boys & Girls Clubs of Greater Anchorage.

The collaboration of the three partners, each bringing their own areas of exceptional expertise to the table, are committed to making positive

changes in Alaska. Alaska has a rich history of confronting and overcoming obstacles and barriers unlike any others in the United

States. The partners involved in creating new opportunities for Alaskan youth are dedicated to forging new paths within Alaska.

This guide is designed to clearly depict how Alaskan native and rural communities can develop a Boys & Girls Club within

their own area. Those involved in producing the guide were focused on making it an accessible, user-friendly one. Many have contributed to the authorship of *Forging A New Path: A Guide to Starting Boys & Girls Clubs in Alaska*. HUD's Office of Native American Programs particularly thanks the following individuals for their contribution to the guide, as well as for their steadfast commitment to improving the lives of Alaska's children:

National Boys & Girls Club representatives include: Roxanne Spillett, President; Robbie Callaway, Senior

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A special thank you is extended to all the children in the wonderful photographs (and to all those they represent), whose smiling faces are an inspiration to us all!

THIS GUIDE IS DESIGNED TO CLEARLY DEPICT HOW ALASKAN NATIVE AND RURAL COMMUNITIES CAN DEVELOP A BOYS & GIRLS CLUB WITHIN THEIR OWN AREA.





PART 1:

**HOW CAN A
BOYS & GIRLS CLUB
HELP THE YOUTH
OF YOUR COMMUNITY?**

PART 1:

HOW CAN BOYS & GIRLS CLUBS HELP THE YOUTH OF YOUR COMMUNITY?

INTRODUCTION

An exciting movement is underway in rural and native Alaska, as partnerships are being formed to bring Boys & Girls Club programs and services to these communities. The U.S. Department of Housing and Urban Development (HUD) is pleased to offer this Guide, with "how-to" tips written to help leaders in rural and native Alaskan communities plan and develop youth services for their young people by creating Boys & Girls Clubs. Whether you live in a village or small

city, whether you are a tribal council member, city council member, or corporate officer, whether you are a staff member for a Tribe/

Tribally Designated Housing Entity (TDHE) or a concerned parent or community member, you will find this Guide helpful in exploring how your community can set up an Extension Unit of an existing Independent Boys & Girls Club. This Guide is especially useful to small communities, which have historically lacked the resources to initiate the development of youth programs.

The Guide describes five Boys & Girls Clubs now serving youth in rural and native Alaska. Club profiles are featured in Part 4 of the Guide. Their descriptions create a vivid description of how each Club has made a positive difference within their community. HUD's Office of Native American Programs, in partnership with Boys & Girls Clubs of America (B&GCA), hopes to see 100 Clubs serving American Indians and Alaskan Natives by the end of the year 2000. Already, a network of over 60 Clubs has been set up throughout the country, with Native American and Alaska Native leaders sharing ideas and experiences, providing training for teams of youth and adults, and using the Internet to learn what other tribes and Clubs are doing.

THOUSANDS OF YOUNG PEOPLE IN INDIAN COUNTRY AND RURAL AND NATIVE ALASKA NOW HAVE A POSITIVE, HEALTHY PLACE TO GO FOR FUN

Thousands of young people in Indian Country and rural and native Alaska now have a positive, healthy place to go for fun, are growing in personal skills and leadership, and are increasing in knowledge and pride about their cultural heritage and traditions. Clubs provide positive outlets and programs to prevent high-risk behavior. In one rural Alaskan village, Club members proudly report that youth suicides have stopped entirely since the Club opened in the early 1990s.

In 1987, HUD's Office of Public and Indian Housing launched an initiative with B&GCA to expand outreach

and establish Boys & Girls Clubs in public housing communities across the country. It was hoped that these Clubs would benefit

youth residing in public housing, who are particularly at risk for alcohol and other drug use, health problems, pregnancy, crime, violence, delinquency, and failure in school. Clubs did indeed help these disadvantaged young people. A 3-year independent evaluation study conducted by Columbia University confirmed that Clubs in public housing significantly reduce juvenile crime and drug activity, while improving the quality of life for children and their families.

Responding to similar problems among Native American and Alaska Native youth, HUD's Office of Native American Programs (ONAP) initiated an aggressive plan to help Tribally Designated Housing Entities, tribes, and villages explore the feasibility of starting Boys & Girls Clubs. A new outreach and development effort is now underway in the State of Alaska, led by the Boys & Girls Clubs of Greater Anchorage and B&GCA. Anchorage has initiated a Statewide Advisory Committee to create a process and fundraising strategy for establishing Clubs in the unique circumstances of Alaska. The Initiative's goal

is to open a substantial number of new Clubs across Alaska. A statewide expansion director and team is now available to assist interested communities in assessing their needs and the feasibility of starting new Clubs. Their mission statement is as follows: "Through



Tyonek youth basks in Alaskan sun.

Alaskan clubhouses and programs, we ensure that the youth we serve receive opportunities to develop to their full potential." The Initiative is motivated by a vision to serve the youth of Alaska by establishing Clubhouse and outreach programs in communities statewide that desire to implement, operate, and sustain Boys & Girls Clubs. The Committee is comprised of individuals from diverse areas of Alaska and who represent a variety of affiliations. A list of Committee members can be found in Part 5, Contact Information.

The national HUD staff and the Office of Native American Programs believe that Boys & Girls Clubs provide a successful formula for helping youth from disadvantaged circumstances. The goal of this publication is to help you learn more about Boys & Girls Clubs and determine if their programs will work for your community.

PROVIDING YOUTH SERVICES IN RURAL AND NATIVE ALASKA

A new partnership has been formed that brings together Boys & Girls Club staff, tribal leaders, community leaders, and interested parents into a team to address the needs of Alaskan youth. There are now places where Alaskan youth can go to enjoy healthy fun with peers, to learn new skills under the guidance of caring responsible adults, and to gain a sense of belonging to their communities and their cultural heritage. These positive places for kids to go are the new Boys & Girls Clubs recently established in rural and native Alaska.

Young people in your community may also have no positive place to go and nothing to do after school and in the summer or winter months. Children may be unsupervised as their parents work long hours away from home. Typically, services and programs for youth are in short supply or nonexistent in rural and native Alaska. According to the director of one youth program, "This is a tough time for our children to grow up."

Information and significant statistics, gathered from *The 1997 Kids Count Alaska Data Book*, support the need for quality youth programming, services, and activities within rural and native Alaskan communities:

- ▶ Alaskan Native children are three times more likely to live in poverty than white children; 40% of the Alaskan children and teenagers living in poverty are Native;
- ▶ Injuries that most often kill Alaska's children and teenagers are suicides and car accidents. Young Alaskan Native men are at especially high risk of dying violent (accidents, suicides, and homicides) deaths. Suicides and suicide attempts are the leading causes of death and hospitalization among 15-19 year old youth;
- ▶ Dropout rates among Native and Hispanic students are proportionately higher than their school enrollments;
- ▶ Alaska high school students in general and Native students in particular, smoke more than the average nationwide—44 percent of Native students v.s. 21 percent Alaska students statewide smoke frequently—60 percent of Native students v.s. 35 percent Alaska students

statewide and U.S. teens had smoked at least once in the previous month; and

- ▶ Nearly half of all Alaska high school students reported they had drunk alcohol within the past month and nearly one-third had used marijuana.

The statistical comparisons listed above emphasize the need for quality programs for rural and native Alaskan children and teens, activities that will enhance their quality of life. Alaska Native and Native American children can be placed at risk because of a rapidly changing society, lack of jobs and opportunities in the remote villages of Alaska, substance abuse, and a decreasing sense of community. Like the leaders in many other communities, you may want to help your young people balance the demands and pressures of modern life with traditional values.

ANSWERING THE NEEDS OF ALASKA NATIVE YOUTH

The success of Boys & Girls Clubs recently created in rural and native Alaska reveal how interested children are in participating in such activities. In the Alaskan village of Tyonek, all of the youth are members of the Club. The Tyonek Club once served 50-65 children in a one-room building, but now provides programs and activities in a brand new building. The new location is large enough to accommodate children of all ages and permits them to establish programming for various ages. Tyonek provides a separate special program tailored for teen mothers and their babies, focusing on parent education and the issues facing young parents. A 14-year-old Club member says that “before the Club opened, there was nothing for kids to do and they were bored and getting in trouble. Now, kids are lined up at the Club door waiting to be let in every day.” The Unit in Dillingham is currently serving 100 youth members and is located in a two-bedroom apartment in tribal housing. The Club’s growth has led the community on a search for larger space.

If the young people in your community need a healthy, positive place to get together, if they need recreation and educational services, then you will want to consider the Boys & Girls Club model. This Guide spells out the steps for setting up and maintaining a Boys & Girls Club. It is based on the experience of the more than 60 Clubs now existing in Indian Country and rural and

native Alaska. Your community, too, can be part of this growing movement on behalf of Alaska Native youth.

ADVANTAGES OF THE BOYS & GIRLS CLUB MODEL

The Boys & Girls Club youth program offers the following important advantages:

- ▶ A long-established (139-year history), proven model that appeals to children and teenagers because it provides what **they need and want**;
- ▶ Underlying values that are compatible with the many cultures of Alaskan communities, such as: respecting your elders; emphasizing traditional drumming and dance; and emphasizing personal responsibility and community service.
- ▶ Boys & Girls Clubs have programs that each community can use as is or adapt to fit their own heritage, culture, and traditions;
- ▶ The programs offer acceptance, help, and guidance for all children and youth, including disadvantaged children and troubled youth at risk of such behavioral problems as drug and alcohol abuse;
- ▶ A proven record of success in helping young people lead productive, useful lives.

A MODEL THAT APPEALS TO YOUNG PEOPLE

The first Boys Club opened in 1860, at a time of national depression. It was designed to bring poor boys from urban ghettos off the streets and into a place where they could enjoy healthy sports and positive activities, and guide them toward being good citizens. The Club was immediately popular with boys, satisfying the desire of young people to have a “club” of their own. Today, the Clubs have both boys and girls as members. Certain features are common to all Boys & Girls Clubs.

- ▶ **All girls and boys can afford to belong because membership dues are kept low.** Clubs in Alaska and in Native American communities charge from \$1 to \$20 per year and find ways to offer financial help to children who cannot afford the fee. Some children receive

“scholarships” or provide services as payment. Membership is important in cultivating a sense of “ownership” by participating youth.

- ▶ **All Clubs are open to all races, religions, and ethnic cultures and are nonsectarian.** The Clubs in Indian Country and rural and native Alaska say that being inclusive of ALL youth can be an important factor for gaining community support.
- ▶ **Clubs are building-centered.** Activities are conducted in a safe, friendly atmosphere. For some children, the Club will be a safe haven in times of trauma at home. For ALL children, having a permanent “clubhouse” provides a magnet and focus for youth-oriented activities. In addition, having their own building or designated space sends a clear message to children, “this community values our youth.”
- ▶ **Clubs have an open door policy.** They remain open to all members at any time during operation. However, some parts of the facility may be reserved at certain times by age group, such as for teens or younger members.
- ▶ **Clubs have full-time professional leadership, supplemented by part-time employees and volunteers.** This provides a consistent core of responsible adult role models. Staff are trained professionals who guide youth and establish an environment in which youth peers learn to set behavior standards and guide each other.
- ▶ **Clubs welcome all children, including those who are troubled or at risk of behavioral problems.** The Clubs help guide boys and girls who may be in danger of acquiring, or who have already acquired, unhealthy and socially unacceptable habits, behaviors, and attitudes. The children must simply abide by Club rules. Most Club members are boys and girls who have not been in trouble in the school or community.
- ▶ **Clubs are guidance oriented.** Boys & Girls Clubs help youth make appropriate and satisfying choices in their physical, educational, social, emotional, personal, and vocational lives.
- ▶ **Clubs offer a varied and diversified program.** The diversified program recognizes and addresses both the collective and individual

needs of the members. Such balance is important. As one Alaskan Club Director states, “the Club is more than sports or arts or crafts or cultural activities, it’s these things and lots more. It’s letting the children know they are part of larger organization—one that opens up a whole new world for them. When children travel to other Clubs, they become more accepting of other people’s cultures and they find themselves proud to teach others about theirs.”

According to another Club director, “Our Club invites kids in and they don’t have to excel at anything. In school it’s the jocks or troublemakers that get all the attention. If you’re in between you just drift away. Those are the kids we can give attention to. You get attention because of who you are rather than because of what you do. It’s not about activities, it’s about relationships.”

VALUES COMPATIBLE WITH ALASKA NATIVE CULTURES

Boys & Girls Clubs are based on values about children that are important in every culture. Boys & Girls Clubs are being developed by communities that have very different cultural histories and traditions. The maps on



Dancing at Tyonek Spirit Days.

the next two pages show the broad geographic distribution of Boys & Girls Clubs in rural and native Alaska and in Indian Country. The model is being successfully adopted—and adapted—by tribes, villages, and communities representing a wide range of culturally diverse groups from the Woodlands, Plains, Southwest, and Northwest Coast SubArctic, and Arctic traditions, among others.

Among the common values are a shared desire to help children develop the qualities and skills they need to be responsible, contributing members of their communities. Boys & Girls Clubs, like the Native cultures of Alaska, take a holistic approach to working with youth. Boys & Girls Clubs provide supervised, safe, and supportive environments in which their young members can build self-esteem, acquire honest values, and receive guidance and role models from caring adult leaders, often elders. Boys & Girls Clubs, to assure positive youth development from the early years, motivates young children to participate. A troubled 14-year-old can be helped, but it is more difficult than with a younger child. The Clubs can work with other community programs to get teens help and counseling if needed.

Boys & Girls Clubs youth development strategy is to enhance the self-esteem of youth and create an environment that will help young people achieve their full potential. The model aims to help youngsters acquire four basic “senses,” which help them grow into responsible and caring individuals:

- ▶ **A sense of belonging.** Boys & Girls Clubs offer an environment where the child knows he or she has a place and is accepted and affirmed.
- ▶ **A sense of competence.** Through the diverse activities, children get the chance to enjoy their interests, nurture their talents, and find that they can do many things and do them well.
- ▶ **A sense of usefulness.** Clubs give young people opportunities to do something of value for other people.
- ▶ **A sense of power or influence.** Club activities give young people an opportunity to be heard, to make choices, and to take on a leadership role.

As the Boys & Girls Club program director in one Native American community points out, “The need for kids in this community is to create a sense of belonging—to the tribe and the reservation. We want to do it in a fun-

damental way. We start by a sense of belonging to the Club, create a tie to adults, and then expand it to the community.”

PROGRAMS COMPATIBLE WITH ALASKA NATIVE HERITAGES AND TRADITIONS

The executive directors of Boys & Girls Clubs in rural and native Alaska say that youth programs need to be tailored to their individual culture. The package of Boys & Girls Club programs allows—even encourages—Clubs to do just that. Clubs have the latitude to develop their own programs, which can then become new national models. Alaskan Native themes and other cultural values can be easily woven into many B&GCA programs. B&GCA offers a comprehensive array of curricula that can be adjusted to fit the specific needs of each individual tribe or village.

The Tyonek Club has a youth drum and dance group called the Tebughna youth group. The group has appeared at many communities to sing and drum. They have also performed at Tyonek Spirit Days for the last several years. Club members are proud of their drum group and enjoy not only performing, but also offering others the opportunity to sing and drum with them while visiting their community.

The Native American Clubs report that the basic curricula and approaches of B&GCA programs reflect what works for all youth. What needs to be done—and is being done by the Clubs—is to incorporate the cultural context of each community into these proven materials. Clubs offer program activities in five core areas:

- ▶ **Character and Leadership Development.** Leadership programs in Clubs in Alaska include the Keystone Clubs, the Youth of the Year Program, Drum Groups, a court of youth peers, and Torch Clubs similar to a student council. Leadership programs in Alaska have undertaken such service/learning projects as care for elders, older-younger youth mentoring programs, and tutoring at local schools.
- ▶ **Education and Career Development.** Many Clubs provide computer learning labs with Internet access. One Club reports their most popular program with the community is Power Hour!, which offers homework help to youngsters

BOYS & GIRLS CLUBS SERVING ALASKAN NATIVE YOUTH

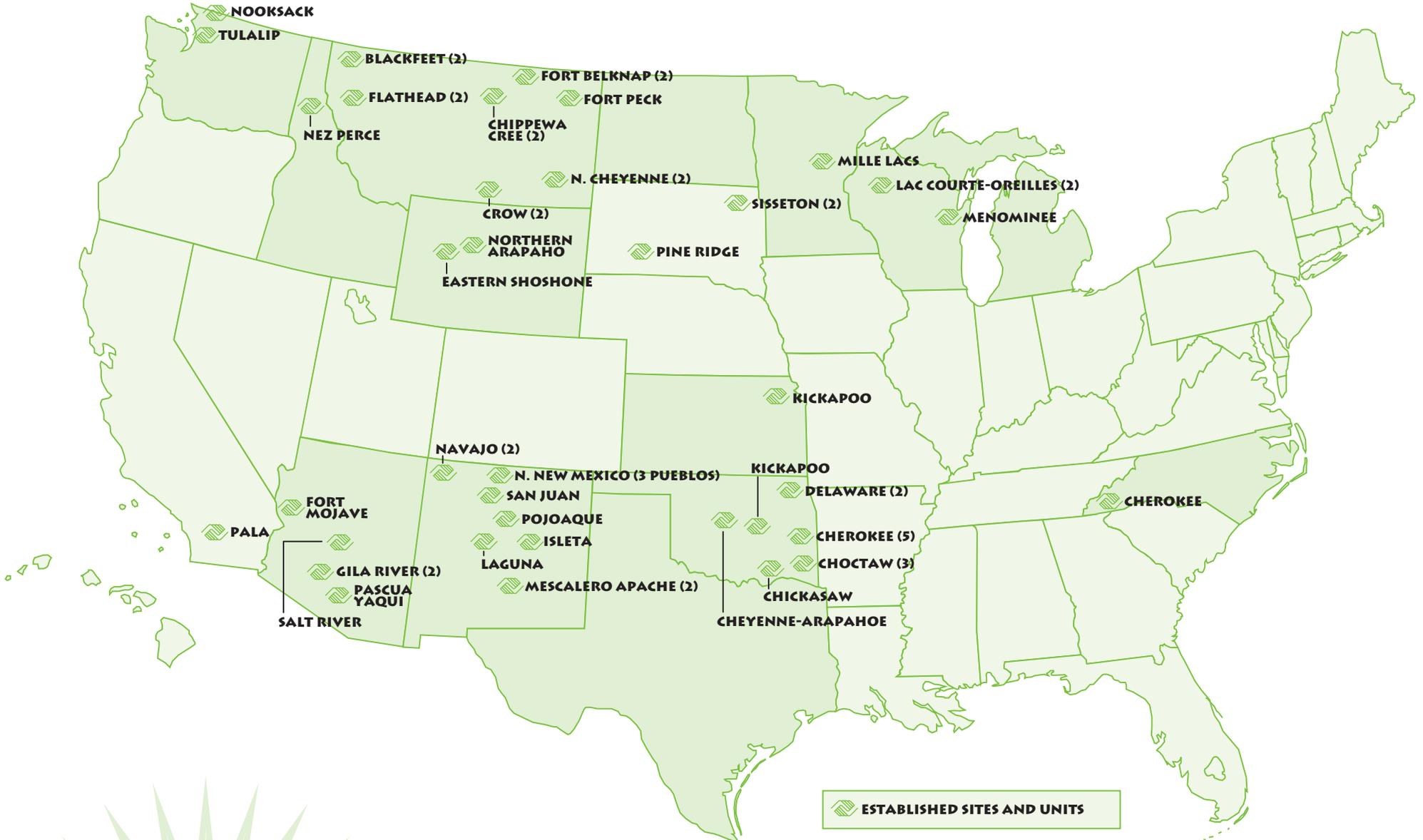


KEY

-  ESTABLISHED UNITS
-  INDEPENDENT B&GC SITES



BOYS & GIRLS CLUBS IN INDIAN COUNTRY



every day after school, with older teens tutoring younger students. Some of the Clubs help kids explore different career paths. One example is a “job shadowing” program that teaches construction skills. Another program exposes the kids to different professions, like dentistry and architecture.

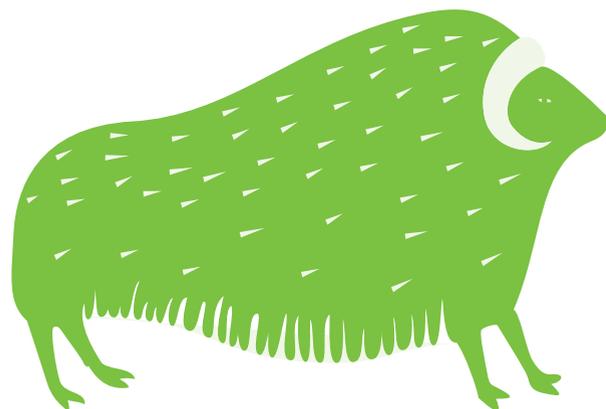
▶ **Health and Life Skills.** Many Clubs hold prevention workshops aimed at preventing alcohol, tobacco, and drug use, as well as teen pregnancy. One Club sponsors a monthly overnight called “Dry Fridays and Sober Saturdays,” which reinforces drug and alcohol prevention efforts. SMART Moves, Street SMART, and SMART Girls, effective programs developed by Boys & Girls Clubs, provide communities with an opportunity to engage young people in positive behaviors. Several Alaskan Clubs work jointly with the schools during the month of October, “Drug Free and Proud To Be Month”, sponsoring a variety of activities focused on remaining drug-free. Drum Groups also promote drug and tobacco free requirements. Spirit or subsistence camps and talking circles are often used by several rural and native Alaskan Clubs to reinforce positive healthy life styles.

▶ **The Arts.** Clubs take advantage of the wonderful opportunities for youth to develop and enhance their self-expression and creativity and foster appreciation of their culture. Among the traditional arts and crafts being taught in Alaskan Clubs are beading, drumming, and fishing. A Native Alaskan woman recently taught the New Stuyahok Club members how to make a “Kuspuk”, a traditional Eskimo coat. While other Club members, instructed by local elders, had fun making “Agutuk”, traditional Eskimo ice cream made with gathered berries.

▶ **Sports, Fitness, and Recreation.** Boys & Girls Clubs offer many opportunities for fun and constructive use of leisure time. These include parties, dances, billiards and table tennis tournaments, and trips to museums or events. Among activities held by Alaskan Clubs are family nights, teen nights, and special events where families and elders can gather for meals and other activities. The Boys & Girls Clubs program promotes the opportunity for youth to honor, preserve, and treasure the environment.

B&GCA’s environmental educational program, *The Ultimate Journey*, is an international award-winning program of games, crafts, and discovery projects. Clubs pursue activities in natural settings. There are nature walks, educational field trips, and campouts that include camping, horseback riding, cooking, and the gathering of traditional plants.

Alaskan Clubs often take part in subsistence or spirit camps, such as recreating a traditional fishing camp or winter survival camp. At these events, youth learn the traditional fishing and survival skills of their ancestors.



The Katmai Boys & Girls Club held a summer swim camp and invited the other Alaskan Clubs to participate. Dillingham Club members planned a winter survival camp. Clubs in Alaska offer a host of sports—basketball, softball, hockey, baseball and swimming. Several Clubs are participating in the World Wide Eskimo Olympics and the Native Youth Olympics, in which youth train for events such as the one-leg and two-leg kick, the seal hop, and the wrist carry. The Kenai Club, that serves over 1,400 kids each year through their clubhouse, arts and sports league programs, has developed a significant soccer program. Since soccer is very popular on the Kenai Peninsula, the Kenai Club has over 800 kids come from all over the west side of the Peninsula to participate.

Boys & Girls Clubs strive to achieve their mission through three basic methods: (1) individual assistance provided to a member by a youth development professional on a one-to-one basis; (2) small groups of youth meeting regularly with an adult leader for a specific activity; and (3) large group activities providing an opportunity for youth to improve their social skills, self-confidence, and the ability to participate in group activities.

PROGRAMS OFFERING HELP TO TROUBLED AND AT-RISK CHILDREN

Boys & Girls Club activities are helpful for young people everywhere. They are particularly vital for children living in disadvantaged and impoverished circumstances, where a future vision of life beyond their present circumstances may seem unattainable.

B&GCA has developed effective programs for preventing high-risk behavior among all youth. These national programs aim to prevent alcohol and drug abuse, pregnancy, and delinquency and crime among young people. The programs reach out to those youth most at risk and encourage them to participate at the Club. These programs include:

- ▶ **SMART Moves**, an award-winning prevention/education program that addresses the related problems of alcohol and drug abuse and premature sexual activity. SMART Moves uses a team approach with Club staff, parents, community representatives, and peers. Because of serious alcohol abuse problems in certain rural and native Alaska communities, the Boys & Girls Clubs serving rural communities may be particularly interested in the SMART Moves program. A prevention program is also useful to address inhalant use, which can be a problem among young people, as well as the use of other drugs.
- ▶ **Act SMART**, an HIV/AIDS prevention and education program that was developed in coordination with the American Red Cross.
- ▶ **SMART Girls**, a health, fitness, prevention/education and self-esteem enhancement program for girls ages 10-15. Members from the Seldovia Unit Boys & Girls Club traveled to Homer and Kenai as part of their SMART Girls program to gather information from various health care providers. They also visited a women's shelter in Kenai to learn about domestic violence programs that assist women and families. The girls in the program earned all the money for the trip themselves.
- ▶ **Gang Prevention Through Targeted Outreach Program**, specifically designed to reach those at risk of delinquency or gang involvement. This program is funded by the

Office of Juvenile Justice and Delinquency Prevention. Youth are often referred to Boys & Girls Clubs from schools, courts, law enforcement, and youth service agencies. Some Alaskan Clubs report the beginnings of gang activity by their young people. These Clubs have adapted and are using the Boys & Girls Club Gang Prevention Through Targeted Outreach Program.

A PROVEN RECORD OF SUCCESS WITH CHILDREN

Although Boys & Girls Clubs are new for many Alaskan communities, Clubs have more than 139 years experience in helping children, particularly disadvantaged children. Today there are at least 4 million living alumni of Boys & Girls Clubs. A 1999 Boys & Girls Club



Tyonek elder and youth share a special moment.

Alumni Survey, an independent study conducted by Louis Harris & Associates, determined that "alumni view their experiences with Clubs as highly positive, critical to their successes, and for many, essential to their survival." More than half of Club alumni stated that "...the Club really saved my life." Some 30 percent of alumni, from "tough" neighborhoods polled, strongly agree. "For a majority, the Club was not only one of the best things available, it was often the only place to go." Alumni also noted that "Club staff have had a positive effect on members' lives in many critical ways." The alumni said that being a member of a Club:

▶ “was one of the best things available in my community and often the only place to go.”
(95 percent)

▶ “really saved my life.” **(52 percent)**

▶ “The Club staff have had a positive effect on members’ lives in many critical ways.”
(80 percent)

Club members have gone on to become leaders in many professions and fields. Some notable alumni include President Bill Clinton, Denzel Washington, Bill Cosby, Jackie Joyner Kersee, and Michael Jordan.

A 3-year independent study conducted by Columbia University found that Boys & Girls Clubs in public housing had a significant impact on juvenile crime (reduced 13 percent), and on drug activity (reduced 22 percent). The Clubs also had a positive impact on the youngsters’ school performance. A lower percentage of children from sites with Boys & Girls Clubs failed or had behavior problems in school. The study found that the Clubs improved the overall quality of life for the children and families who reside in public housing. Adult family members in communities with Clubs were more involved in youth-oriented activities and school programs.

Research also showed that B&GCA high-risk prevention programs have effective results. Findings from an independent study of the gang prevention model, being used at 33 Club sites with 1,900 youth who were at-risk or on the fringe of gang involvement showed:

▶ At the end of 1 year, 48 percent of youth mainstreamed into Club programs showed improved school behavior; more than one-third had improved grades.

▶ Involvement with the juvenile justice system and gang activity both declined for youth participating in the program.

ADVANTAGES OF BELONGING TO BOYS & GIRLS CLUBS OF AMERICA

In the past, it has been difficult to maintain youth programs in rural and native Alaska. Youth services have been started but failed as funds ran out. Boys & Girls Clubs now being started in Alaska, however, are designed to have a solid, stable future. These five initial

Clubs, Tyonek Boys & Girls Club (Tyonek, AK); Katmai Boys & Girls Clubs (Naknek, AK); Boys & Girls Club of New Stuyahok (New Stuyahok, AK); Boys & Girls Clubs of Dillingham (Dillingham, AK); and Seldovia Boys & Girls Club (Seldovia, AK) are a tribute to the vision, dedication, and hard work of many leaders in their



Forming new friendships.

communities. They are pioneering efforts in rural and native Alaska, where so few youth services exist. Boys & Girls Clubs are building a solid framework so they can become long-term, self-sustaining programs that are permanent institutions within their communities.

Throughout rural and native Alaska, there are three major challenges to this goal: (1) there is often no body of trained people in the community who are already experienced in conducting and managing professional youth services; (2) there is often no local economic base to tap for ongoing financial support; and (3) the vast roadless spaces of Alaska increase transportation costs and hinder communication between Clubs. However, with the coordination and support provided by the Statewide Expansion Office, B&GCA, and ONAP, a strong foundation for both existing and future Clubs is being built.

If you face similar challenges in your community, you will find that being part of a national organization has

important advantages. As one program director remarks, "Being part of a national organization has been crucial. There is training and help with accounting, board management, and fundraising. We get a chance to spend time with mentor Clubs and learn from them. Credibility with Federal agencies is built in."

BOYS & GIRLS CLUBS: A NATIONAL NETWORK

In starting a Boys & Girls Club, you become part of an established national network. B&GCA is a federally chartered, national organization that was formed to promote the health, social, educational, vocational, and character development of young people throughout the United States. B&GCA now has a nationwide network of more than 2,343 Club locations, serving more than 3 million boys and girls ages 6 to 18. There is tremendous momentum within the Boys & Girls movement and an average of five (5) new Clubs are opened each week throughout the United States. There are Club facilities and programs in all 50 States, Puerto Rico, the U.S. Virgin Islands, and on U.S. military bases in the U.S. (including Alaska), Europe, and Asia.

Through its headquarters in Atlanta, Georgia, its five regional service centers, and the government relations office in Washington, D.C., B&GCA provides technical assistance and support to local Clubs (for addresses, see Boys & Girls Clubs of America contact information in Part 5).

According to one of B&GCA's regional directors, "Local people in Native American and Native Alaskan communities can provide the services, time, and energy to make these projects happen. We can help with how to organize a Club and search for funding. Everybody benefits. Our relationship allows for local control, but gives local people access to a national network."

The national organization offers important support to Clubs in rural and native Alaska through the office of the Statewide Expansion Initiative operated by the Boys & Girls Club of Greater Anchorage, Inc. The expansion program:

- ▶ Helps communities establish new Clubs, either as totally new organizations or as units or Extension sites of already established Clubs.
- ▶ Provides management assistance to local Clubs in youth program development, board and staff

development, facility design and safety, fundraising, marketing and communications, and organizational planning.

- ▶ Promotes greater public awareness of B&GCA's mission and purpose, and influences national policy affecting youth.

Boys & Girls Clubs of America also mobilizes and promotes funding for Clubs from both government and private sources. For example, B&GCA recently received \$40 million through the 1999 Violent Crime Reduction Trust Fund. At least \$1 million of these monies was specifically earmarked for the Boys & Girls Clubs of Greater Anchorage to assist in the start-up of Clubs in rural and native Alaska. Funds were designated to create the Statewide Expansion Office in Anchorage, which provides critical leadership, training, and technical support to the existing rural Clubs and to the development of new Extension clubs.

Boys & Girls Clubs of America's financial commitment to Native Alaska and Indian Country has steadily increased since 1992 with the establishment of the first Club in Indian Country. Yearly allocations have exceeded \$1 million since 1996, and B&GCA is projecting over \$3 million for 1999. In addition, the Clubs receive in-kind contributions, training and conference support, technical assistance and additional resources whenever possible.

Boys & Girls Clubs of America also receives funds from private foundations that are used to assist local Clubs. These monies help support specific projects of the local Clubs and are awarded competitively. In 1998, B&GCA national headquarters received \$3.08 million in dues from their Charter Member Organizations (local affiliated Clubs), while distributing \$16.87 million in public/private grants and awards back to local Clubs. The dues supports the development of exemplary programming activities to be used by the local Clubs.





Subsistence camp activity

B&GCA has formed a Native American National Advisory Committee comprised of representatives of the Native American community, federal agencies, as well as individuals from local Boys & Girls Clubs and national B&GCA staff. This Committee meets biannually to discuss issues and makes recommendations to B&GCA about the initiative in Indian Country and rural and native Alaska. In addition, it gives feedback to HUD. One of its important tasks is to identify and develop major new funding sources and corporate partnerships that will support Boys & Girls Clubs serving Alaska Natives and Native Americans.

Additionally, in an effort to promote positive alternatives for Native youth, HUD has teamed with Boys & Girls Clubs of America to advocate comprehensive club development in Indian and rural and native Alaskan communities. Known as the Implementation Training Initiative, regional trainings are held to provide participants with the information they need to explore the feasibility of establishing and supporting clubs in their communities. Participants are introduced to the B&GCA implementation principles, including start-up guidelines, funding mechanisms, and developing collaborative relationships on national and local levels.

Additionally, an initiative sponsored by HUD and B&GCA has supported a training program specifically designed for Executive Directors and Unit Directors of Boys & Girls Clubs in Indian Country and Alaska. The training enhances Club director's management skills, understanding of board development, and offers directors a chance to increase their understanding of funding opportunities and strategies.

BENEFITS DURING START-UP

Boys & Girls Clubs of Greater Anchorage, Inc. will give you hands-on help in starting a Club. The director and the team of assistant directors of the Statewide Expansion Office for the Boys & Girls Clubs of Greater Anchorage, Inc., are available to visit your site, to provide materials, and to work with you by telephone.

The Statewide Expansion Program can assist in all stages of planning, beginning with how to win support from your Village or Corporate Board and community. A representative can help plan fundraising efforts and guide you through the start-up steps. The representatives can also put you in touch with existing Alaska Native and Native American Clubs that have faced similar start-up challenges.

As your Club gets underway, B&GCA's staff may assist you with implementing and evaluating programs. In addition, help with facility design is valuable. Several Clubs in Indian Country in the lower 48 have been able to build new facilities. Among others, the executive director of the Choctaw Nation's Boys & Girls Club has used and appreciated the practice-based input of B&GCA's consulting architect. B&GCA staff also help sites develop and test new youth programs. The Alaska Statewide Expansion Office provides local communities with technical assistance regarding the selection of appropriate facility location and site redesign and renovation.

BENEFITS INVOLVING CREDIBILITY

Clubs in Indian Country and rural and native Alaska find that B&GCA is a nationally known and respected organization. This helps in gaining support from the community as well as the local government and tribal leaders. It can be very important in raising needed funds from commercial sources and in obtaining grants from both government and private sources, such as

foundations. The issue of fundraising and funding resources is discussed in Part 3, How to Fund Your Local Boys & Girls Club.

BENEFITS IN PROGRAMMING

B&GCA offers prepackaged national programs and materials that have proved very adaptable in rural and native Alaska. Each local Club adapts these activities according to their youths' needs. Examples of such projects in Alaska include subsistence camps, water safety programs, and drum groups. The Seldovia Boys & Girls Club members took part in a special summer program which included hiking and backpacking trips. On these trips, the youth and staff hiked to Alaska's Grewinck Glacier and climbed Poot Peak. Because of Seldovia's remote location, each trip started with a ride on a water taxi!

BENEFITS IN ORGANIZATION MANAGEMENT

Youth service programs frequently suffer from a lack of management and organizational structure. A great benefit of Boys & Girls Clubs is the built-in structure and accountability for local Clubs. B&GCA will assist your group in setting up well-managed and efficient organizational structures and procedures, including an annual financial audit. Being part of Boys & Girls Clubs of America also provides access to a staff benefits package. The package covers such items as health and disability insurance for employees.

BENEFITS FOR STAFF

Your Boys & Girls Club staff will be able to take advantage of a whole range of training and personnel benefits available through the national organization. You can access youth development training through B&GCA programs. Boys & Girls Clubs of America has an extensive staff development program aimed at creating a cadre of trained, professional staff. Part 2, How To Begin and Operate a Boys & Girls Club, provides additional details.

The staff training program may be a particularly valuable benefit for Clubs in rural and native Alaska. In most cases, staff for the Boys & Girls Clubs in rural and native Alaska will be recruited from the ranks of local people. However, trained youth workers may not be

readily available. If this is the case in your community, then you will be recruiting and training people who possess energy, who have concern for children and are experienced in working with them, and who have the respect of the community. B&GCA's staff development program can offer both training and a career ladder for those in youth work.

BENEFITS FOR YOUTH

Being part of a national network offers advantages for rural and native Alaskan young people in the program. As mentioned earlier, when Clubs host specific events or activities, they offer local youth opportunities to interact with youth from other Alaskan Clubs. Boys & Girls Clubs of America hosts national leadership conferences for youth from all Clubs, as well as sponsoring a number of national programs in which youth receive awards and recognition. There are also many opportunities for young people to visit and take part in events with Boys & Girls Clubs in other parts of the country. Some examples of national participation and networking by youth from Alaska include the following:

- ▶ **Youth of the Year Program**—premier youth recognition program promoting and celebrating Club members' service to Club, community and family; academic performance; spiritual values; life goals and poise; and public speaking ability.
- ▶ **Teen Supreme Program**—national program designed to support communities and their teenagers by expanding and enhancing the educational, vocational, and service opportunities for teens within Clubs.
- ▶ **Keystone Clubs**—small group leadership and service clubs for boys and girls ages 14-18.
- ▶ **Torch Clubs**—small group leadership and service clubs for boys and girls ages 11-13.
- ▶ **Power Hour**—helps Club members ages 6-12 be more successful in school by providing homework help and tutoring.
- ▶ **The Ultimate Journey**—environmental education program for Club members 6-12.
- ▶ **Fine Arts Exhibit Program**—year-round programs encourage artistic expression among Club members ages 6-18.

- ▶ **National Photography Contest**—year-round program and annual contest encourages girls and boys ages 6-18 to learn and practice photography and express themselves in creative and unusual ways.

SUPPORT AVAILABLE THROUGH HUD FOR CLUBS IN ALASKA

This is an exciting time to start a Boys & Girls Club in Alaska. It is an opportunity to be part of a creative, growing movement among rural and native Alaskan communities designed to promote youth leadership, cultural pride, and community cohesion. In recent years, five rural communities have set up Clubs for their young people, augmenting the programs to fit their own rich tribal heritages and cultures (see Part 4, Profiles of Boys & Girls Clubs Serving Rural and Native Alaska). Each Club is creating its own set of strategies and ideas for working with Alaskan youth.

FUNDING OPPORTUNITIES

HUD makes operating funds available for Boys & Girls Clubs in Alaska Native villages through a variety of mechanisms. The funding streams have shifted somewhat over time. Currently, the most important funding sources include:

- ▶ **The Public and Indian Housing Drug Elimination Program (PHDEP)**. These funds are available to empower public and tribal housing residents to turn the tide against drugs and drug-related crime in their own communities. The funds can be channeled by the Tribe/TDHE to the Club for use in programming activities which demonstrate the value of Boys & Girls Clubs in providing positive prevention/intervention services. The funds *cannot* be used for facility construction expenses. The Club must collaborate with the Tribe/TDHE and may assist with the application process.

- ▶ **The Public and Indian Housing Drug Elimination Technical Assistance Program (DETAP)**. Technical Assistance funds are available to provide short-term assistance to Tribes and TDHEs in the development of programs and strategies to combat drugs and drug-related

crime in their housing communities. Through the TA program, an organization may receive up to 30 days and \$15,000 worth of on-site consultant services. HUD has developed a simple four-step application process.

The Tlingit Haida Regional Housing Authority (THRHA), located in Juneau, provides an excellent example of the effective use of DETAP funds. Annette Ulmer, Youth Coordinator for THRHA, describes their application for HUD's DETAP funds as "the best thing we ever did!" Already interested in developing a local B&GC, but consumed by other responsibilities, THRHA was approved for technical assistance in October, 1998. HUD used \$15,000 in funds to hire a consultant, selected by THRHA from HUD's pool of TA consultants, to work exclusively on assessing the development of a B&GC in the Juneau area. The consultant came on board in March 1999, conducted a comprehensive feasibility study, completed a youth and parent survey, and developed the collaborative support of Juneau youth-serving organizations. The consultant completed the work by April, 1999 and submitted a detailed report in June, 1999 within the required 90-day period.

When the consultant's work was complete, THRHA provided an evaluation of the consultant's performance along with the report to HUD. Upon HUD's approval and certainty that THRHA was satisfied with the services, the consultant was reimbursed for work and related expenses. Ms. Ulmer proudly states that the final result is that the Juneau Expansion B&GC program will be launched in 1999. In addition, PHDEP funds will be used to financially support the B&GC facility and its program. Prior to this effort, the Boys & Girls Clubs of Anchorage received DETAP assistance to assess youth programming needs in rural and native Alaska and to explore the feasibility of initiating Clubs in the Bristol Bay region of Alaska.

- ▶ **Native American Housing and Self-Determination Act of 1996 (NAHASDA)**. This legislation has changed some funding streams for Indian and Native Alaskan housing communities. For the first time, tribes and Alaska Native villages may now choose to have their HUD monies for Indian and Alaska Native housing go either to the tribe, village, or Tribally Designated Housing Entity (TDHE). Local Boys & Girls Clubs may partner with the Tribe/TDHE to coordinate crime prevention and safety activities prior to the deadline of the Indian

Housing Plan (IHP) so that they may be included in funding once IHPs are approved. Visit the NAHAS-DA portion of HUD's website to gather additional information on the entire eligibility process:

<http://www-domino/hud.gov/ihp/newhome.nsf?>

- ▶ **Community Development Block Grants.** Clubs will need to partner with the Tribe/TDHE so that you are informed of the Notice of Funding Availability (NOFA) that is published on a yearly basis. You may need to petition the entity receiving NAHASDA funds in your community to apply for this block grant money, which can be used to improve the quality of life for housing residents through such programs as Boys & Girls Clubs. Some of these funds may be used for facility construction expenses (For more information, see the chapter in Part 3, Community Funding Resources.)

Funds may also be available from other government sources. Both B&GCA and ONAP can assist you in identifying such resources. For a detailed description of funding sources, see the chapter in Part 3, Boys & Girls Clubs of America and Federal/State Government Resources.

In addition to assisting in securing funding, Tribes/TDHEs can help in several other ways:

- ▶ **Communication:** Provide information on the Statewide Expansion Initiative of Boys & Girls Club to communities, tribes, resident organizations, regional nonprofit corporations, and others.
- ▶ **Survey:** Complete surveys for communities in the Tribe/TDHE jurisdiction and provide a copy to the Alaska ONAP. The survey will identify which communities to influence in the initiative, provide an estimate of resources needed for the initiative, and describe the community's progress in forming a Boys & Girls Club.
- ▶ **Facility:** One of the major requirements for a Boys & Girls Club is to have a place for the Club and Club Activities. The Tribe/TDHE may convert a housing unit, office space, etc. for this purpose.
- ▶ **Support:** Tribe/TDHEs and other community entities can provide support for a Boys & Girls Club by: 1) providing technical support for policy development, accounting, grantwriting, etc., 2) donating used computer equipment that is

being replaced, 3) helping coordinate and share information during meetings and in their newsletters, and 4) facilitating development of partnerships to support the Clubs.

TRAINING AND TECHNICAL ASSISTANCE FOR PROSPECTIVE AND EXISTING CLUBS

Through the HUD/B&GCA partnership, you can be part of the network of communities now operating Boys & Girls Clubs for their youth. The Native American and rural and native Alaska Clubs are new and energetic, forging creative activities and approaches for their young people. The Clubs in rural and native Alaska



Enjoying the outdoors together.

and Indian Country share certain challenges, such as how to provide transportation or access for youth in remote locations. The HUD/B&GCA "learning community" of Clubs can give your group the chance to learn from others who have faced the same challenges, to compare ideas, and explore solutions. Some Clubs come together for joint events, giving their youth a chance to show their cultural traditions to other Clubs.

You can be part of the HUD/B&GCA national training and promotional initiative to start up and support

strong Clubs in Alaska. This effort builds upon the Clubs' successes and is helping Native and rural communities to discover and shape the strategies most effective for their youth. ONAP is working closely, and in a host of ways, with villages, Tribally Designated Housing Entities, tribal organizations, Native American/ Native Alaskan youth leaders, community leaders, and Native youth. The results are already apparent: a network of comprehensive Native American youth programs in the lower 48 states, as well as a strong contingency in rural and native Alaska under the direction of the Alaska Statewide Expansion Office.

In addition to providing funds and technical assistance to individual projects, ONAP sponsors training events and conferences. At these events, the leaders of Boys & Girls Clubs in Alaska and Indian Country come together to share ideas and experiences. Some of these events include:

- ▶ **A discussion forum on Native youth initiatives.** ONAP sponsored the first forum in 1996 on life skills programming for Native American youth. Leaders of Native American youth organizations met to discuss the needs of youth and ways to network and expand their efforts. Key groups attending included United National Indian Tribal Youth (UNITY), the National Indian Athletic Association, Native American Sports Council, North American Indigenous Games, Running Strong for American Indian Youth, and Wings of America.
- ▶ **Regional training sessions.** More than 500 trainees representing tribes from across the Nation have attended six ONAP trainings. Tribally Designated Housing Entities send teams composed of Tribe/TDHE program directors and community leaders. These teams learn about starting a Boys & Girls Club, visit an existing Club site in Indian or rural and native Alaska, and hear from Club directors about their own experiences in starting a Club.
- ▶ **Regional learning conferences.** As more Clubs start in Indian Country and rural and native Alaska, the trainings are shifting to a "learning conference" format. The emphasis will be on creating a workshop environment where participants can plan, share, and discuss their promising ideas and strategies, as well as ways to resolve common challenges.

NATIONAL PROMOTIONAL MATERIALS

ONAP is supporting the initiative by developing a number of promotional materials. This Guide, designed to provide practical help for starting a Boys & Girls Club in Alaska, is part of that effort. Other materials include:

- ▶ **A video showcasing five successful Clubs in Indian Country.** Produced by a Native American film company and featuring Rodney Grant, this video will help Indian and Native Alaskan Tribal Councils, Village Councils, Corporation Councils, and communities view how Clubs can work in Indian Country and Rural and Native Alaska.
- ▶ **An informational brochure.** This colorful booklet highlights Indian and Native Alaskan children participating in many kinds of events and activities at their Boys & Girls Club.
- ▶ **A vibrant poster.** This poster promotes the Boys & Girls Clubs movement in Indian Country and Native Alaska.
- ▶ **Club Notes, a newsletter for Native youth.** This whimsical publication shares interesting facts about other Clubs in Indian Country and rural and native Alaska and is popular with children.

For more information about HUD's Native American Boys & Girls Club Initiative, contact the Statewide Expansion Office at 907-248-5437 or HUD's ONAP Community Builder at 907-271-4644. To order the above-referenced materials, contact the HUD/ONAP Boys & Girls Club Initiative at 1-800-865-0964. For additional resources, including printed materials, see Part 5, Contact Information.

ALASKA STATEWIDE DEVELOPMENT AND OUTREACH STRATEGY

To address the profound need and unique circumstances of many rural and native Alaskan communities, B&GCA, Boys & Girls Clubs of Greater Anchorage, HUD's Office of Native American Programs, and the Bureau of Justice Assistance (BJA) has embarked on a new initiative to help more rural and native Alaskan communities obtain Boys & Girls Club services. B&GCA asked the Boys & Girls Clubs of Greater

Anchorage to assume a leadership role for opening more Boys & Girls Clubs in Alaska. This statewide expansion initiative is a movement to increase the number of new Clubs across Alaska.

The Boys & Girls Club of Greater Anchorage has created a Statewide Advisory Committee to define and implement a process for establishing Clubs and outreach programs statewide in communities that meet the following criteria:

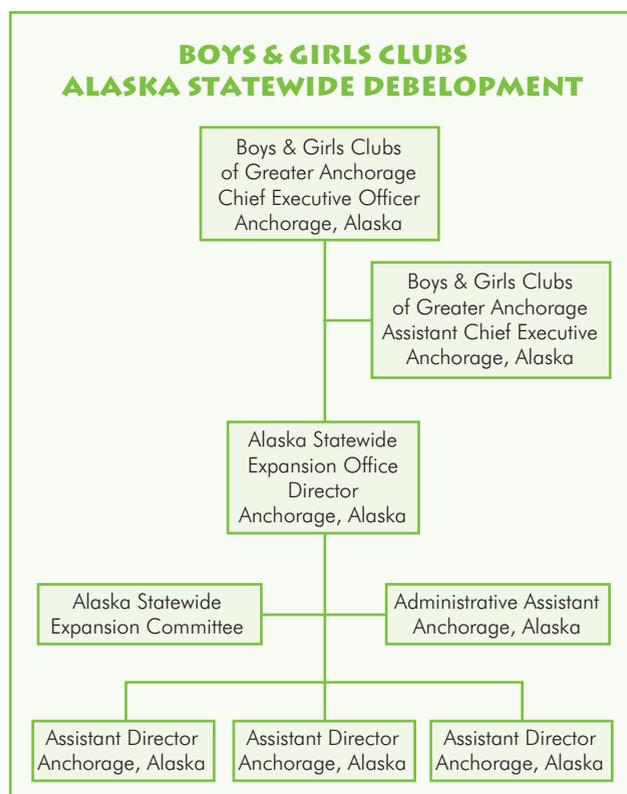
- ▶ Leadership
- ▶ Evidence of sustainability and fundraising ability
- ▶ Availability and appropriateness of facilities

The Committee hopes to facilitate the opening of up to five new Clubs in 1999. See Part 5, Contact Information for a list of Committee members.

The Boys & Girls Clubs of Greater Anchorage, Inc. hired a statewide director to oversee the expansion efforts and work closely with local communities on starting and maintaining Boys & Girls Clubs. The statewide director and the office's assistant directors communicate regularly with the B&GCA field representative for the Pacific Region to ensure that interested communities receive appropriate technical assistance. Boys & Girls Clubs of Greater Anchorage, Inc. is also working with four larger communities throughout Alaska to develop "Hub" Boys & Girls Clubs that may later act as resources for the smaller communities in their region. To support this statewide development effort in Alaska, B&GCA is providing a portion of its pass-through funds from the Violent Crimes Reduction Trust Fund.

STARTING A CLUB IN YOUR COMMUNITY

The Alaska Statewide Expansion Office, Boys & Girls Clubs of Greater Anchorage, Inc., Boys & Girls Clubs of America, and other established clubs, will provide you with a range of support in starting a Club, including technical assistance, materials, and help with fundraising. Nevertheless, the bulk of the hard work and commitment must come from you and your community. You are undertaking a project that will make a significant, positive difference in the lives of young people and your community.



You can be the prime "mover" in starting a new program without being the person who will actually manage it. The prime promoters of Boys & Girls Clubs in Alaska have been members of the local municipal government, the village (or IRA or Tribal) government councils, the local and regional Native corporations, staff of Tribally Designated Housing Entities, members of resident councils, and concerned parents. The individuals who start the Club process do not always have a formal continuing role, such as serving on the advisory committee or board of directors. However, establishing a Club in a community, requires an attempt to develop a steering committee into a coalition that involves representatives from all of the factions mentioned earlier. The extent of their cohesive involvement and support greatly influences the extent to which the committee will succeed. If there is dissension among the groups or predomination of one group, the group can drift into disputes or deadlock situations, where no decisions are made. The initial goal of creating a Club for the community's youth becomes overshadowed by territorial differences. It is important to bear in mind that substantial resources are very limited within Alaskan communities, and in order to establish a successful program in a small village requires commitment and cooperation from every entity.

TYPES OF CLUBS

Option 1: Setting Up a Unit Club or an Extension Club

The fastest way to establish a Boys & Girls Club is to create an Extension Club which is supported by a larger established Boys & Girls Club, an Independent Club. By partnering with an existing Boys & Girls Club organization, like the Boys & Girls Clubs of Greater Anchorage, Tanana Valley (Fairbanks), or the Kenai

Peninsula, you are joining the nationwide movement of Boys & Girls Clubs of America. Nationally B&GCA serves more than 3 million youth in 2,343 Club locations with 9,500 trained full-time youth professionals, 27,200 part-time staff, and 207,000 volunteers. The volunteers are comprised of 74,000 board members and 133,000 program volunteers. Nationally, Club locations include public and

Indian housing, churches, youth detention centers, homeless shelters, and shopping malls.

This new Club is commonly referred to as a “Unit” or “Extension Club.” In Alaska, the Statewide Expansion Office and B&GCA/ONAP will assist you in looking first at the possibility of starting as a Unit or Extension Club. Unit and Extension Clubs are units of already existing Independent Boys & Girls Clubs. An Extension Club, such as the Tyonek Club, can be smaller—serving smaller communities that normally would not be able to develop as an Independent Club because of its size and capacity to financially sustain itself. It has fewer members and may be open fewer hours during the year. It is possible to have a Unit or Extension Club up and running in a relatively short period of time.

Unit Club (Option 1a)—100 members/ 5 days per week/ 4 hours per day/ 10 months per year

Extension Club (Option 1b)—50 members/ 3 days per week/ 9 hours per week/ 8 months per year

Extension Clubs can take advantage of the structures already set up in the “Parent Club,” such as the constitution and bylaws, experienced board of directors and

staff, and 501(c)(3) Internal Revenue Service tax-exempt status. They also have the benefit of the Parent Club’s expertise and support with accounting, program management, grant writing and reporting, and staff training. Because Parent Clubs will typically perform some administrative tasks for Extensions, a greater portion of a Unit or Extension Club’s budget can be devoted to other activities. Parent Clubs may also be able to provide staff, including a program manager, for the new extension. Being a Unit or Extension Club gives you the chance to serve youth more quickly. You can then gradually expand your facility and build community support, planning to become an Independent Club at a later time, if feasible. Unit Clubs may choose to become fully chartered clubs at a later date.

The experience in Indian Country and rural and native Alaska is that the Parent/Unit/Extension Club relationship works well whether the “parent” is a mainstream Club or a Native Club. The manager of the Tyonek Club, an Extension Club with the Boys & Girls Clubs of Anchorage, says that their Parent Club has been highly supportive and sensitive about their different programming needs. The Parent Club may provide between 30-50 percent of the funding and will work with the local Club to locate the balance of the funding as well as locate the facility. The importance of local funding is stressed from the very beginning. The PHDEP and NAHASDA funding are extremely essential in the development of the Club. The Tribe/TDHE’s support in locating a facility is also vital.

Option 2: Setting Up an Independent Boys & Girls Club Corporation

Affluent communities that can generate their own operating budgets may choose to set up a freestanding, Independent Club, like those currently existing in Anchorage, Kenai Peninsula, and Tanana Valley (Fairbanks). This type of Club must meet a set of membership requirements including the following:

- ▶ Hire a full-time Executive Director with a benefit package;
- ▶ The Independent Club must acquire IRS 501 (c)(3) status and become a nonprofit corporation;
- ▶ Establish by-laws;
- ▶ Serve at least 100 members between the ages of 6 and 18 in any 1-year period.;

- ▶ The Club must be open for activities at least 5 days per week, 4 hours per day, and for 10 or more months per year;
- ▶ Raise funds from a variety of sources, a majority of which come from private resources, not just grants which provide monies for only a year or two;
- ▶ Have proof of financial self-sufficiency;
- ▶ Establish at least one Unit Club.

The costs of starting and operating a Club vary widely, depending on the size of the Club and on whether it is to be an Independent Club or a Unit or Extension Club. First year costs may be double the annual operating budget due to higher start-up costs. The Woodland Park Boys & Girls Club in Anchorage has an annual operating budget of about \$175,000, while another smaller Club operates on about \$75,000 per year. The Statewide Expansion Office and the B&GCA field representative from the Pacific Regional Service Center can help you estimate your potential needed budget, depending on your own circumstances. See Part 6, Sample Materials, for examples of Club budgets.

REQUIREMENTS FOR ESTABLISHING A CLUB

Unit or Extension Club:

A Boys & Girls Club Unit or Extension Club is a branch of an existing Independent Club, which serves a specific community. The Independent Club supports the expansion. An Extension Unit will receive some assistance with its own financing and fundraising from the Independent Club. This assistance may take the form of advice on grant writing, some matching money, and fund raising ideas. The goal however, is for the Unit Club to become financially self-sufficient. An Extension Club, because of extremely limited numbers of youth served and financial resources, will most likely remain dependent upon the support of the Independent Corporation. The requirements for establishing a Club include:

- ▶ A Club building or Club quarters open to all members during its hours of operation. The building need not be new, as long as it can be adapted to the purpose of Boys & Girls Club programming;
- ▶ A diversified program of activities, including the SMART Moves program;

- ▶ A commitment to behavior and standards of conduct for youth in the Club;
- ▶ An active advisory committee, representative of a wide cross-section of the community;
- ▶ At least two paid staff;
- ▶ A Unit Club serving at least 100 members and an Extension Club serving at least 50 members ages 6 to 18 in a given year;
- ▶ Raise an adequate operating budget in cooperation with the Statewide Expansion Program;
- ▶ The words "Boys & Girls Club" in the Club's title;
- ▶ Unit Club availability of programs at least 10 months/year, 5 days/week, 4 hours/day and Extension Club availability of programs at least 8 months/year, 3 days/week, 3 hours/day.

Independent Clubs:

To become an Independent Boys & Girls Club, you will need to meet both eligibility and operations requirements. *It is important to note that each rural and native Alaskan community may not apply initially to become an Independent Club, but must first serve an apprenticeship as a Unit or Extension Club, under an existing Independent Club.* The requirements to be an Independent Club include:

- ▶ Setting up a board of directors;
- ▶ Incorporating as a nonprofit corporation under the laws of Alaska;
- ▶ Acquiring a suitable building, employing qualified staff and volunteer leaders;
- ▶ Be financially self-supporting;
- ▶ Boys & Girls Clubs of America also requires that your Club do a self-evaluation every 3 years, using national standards, and providing B&GCA with an annual report on the Club's organization, operation, and finances;
- ▶ Serving at least 100 member per year; and
- ▶ Availability of programs at least 10 months per year, 5 days per week, and 4 hours per day.

C. ACCOUNTABILITY

When you start a Boys & Girls Club, you are buying into an organizational process that stresses accountability and high standards. Boys & Girls Clubs of America regularly monitor and evaluate their programs. The organization's uniform, high standards across all programs are the basis for its high credibility with the public and private sector.

Independent Clubs are responsible for, among other duties, preparing an annual report that describes the Clubs accomplishments, structure, and assets and for submitting minimal annual dues to the B&GCA national headquarters. The dues help contribute toward substantial costs incurred by B&GCA's marketing program, training and conferences, materials and curriculum development, facility development, regional officers and support, and fundraising initiatives. B&GCA has an enormous commitment to quality and program evaluation and promotes strong local support between local clubs and regional directors regularly.

D. BENEFITS OF HAVING A BOYS & GIRLS CLUB

Membership in B&GCA makes a Club eligible for a full range of services and programs. As a member, you have access to these valuable resources:

- ▶ **More than 25 free or low-cost national programs**, such as the popular Power Hour! for educational enhancement and the SMART Moves alcohol and other drug prevention program.
- ▶ **Program materials** that include public service advertising items, posters, manuals, and curricula.
- ▶ **Training workshops for staff and volunteers** in areas such as facility and financial management, supervision, and marketing.
- ▶ **National conferences** for Club professionals and board leaders that address trends and issues in program development and management.
- ▶ **National marketing and communications support** that builds increased public awareness and support for Boys & Girls Clubs and coordinates national publicity for annual events.
- ▶ **Consultation and technical assistance** in such areas as marketing, board development, fundraising, community relations, facility management, and conflict resolution.

The background is a light green color with a pattern of white stars of various sizes. A white map of Alaska is positioned in the upper left, containing a collage of photos of children. The text is in a bold, green, sans-serif font.

PART 2:

**HOW TO BEGIN
AND OPERATE A
BOYS & GIRLS CLUB**

PART 2:

HOW TO BEGIN AND OPERATE A BOYS & GIRLS CLUB

INTRODUCTION

A Boys & Girls Club can provide youth in your community with caring, supportive adult relationships, plus opportunities to learn and grow into adulthood with a strong sense of self-worth and optimism about the future. In this section of the guide, you will learn what steps to follow and how to complete the tasks that make a Club a reality.

The Boys & Girls Clubs of America (B&GCA) and others who have founded successful Clubs in Alaska and Indian Country are ready to support you and your team. Although the tasks that lie ahead are varied, the information that follows is designed to provide clear, simple instructions and suggestions. Each section discusses a key task area. As you read and consider the information, be assured that others have followed a similar path and are successfully fulfilling the needs of their youth.

The key task areas for starting and operating a Boys & Girls Club are:

▶ **Educate yourself about what Boys & Girls Clubs are.** Call and/or visit existing Clubs in Alaska or Indian Country to find out about their experiences with starting and operating Boys & Girls Clubs, both as Extensions and Independent Clubs. Talk with the director of the Alaska Statewide Expansion Office located at the Boys & Girls Clubs of Greater Anchorage, Inc. at 907-248-5437, or contact the Kenai Peninsula and/or Tanana Valley (Fairbanks) Boys & Girls Clubs. In addition, call the B&GCA Pacific Regional Service Center and/or plan to attend B&GCA-sponsored national or regional trainings or conferences. See Part 5, Contact Information.

IN THIS SECTION OF THE GUIDE, YOU WILL LEARN WHAT STEPS TO FOLLOW AND HOW TO COMPLETE THE TASKS THAT MAKE A CLUB A REALITY.

▶ **Form a Steering Committee.** Find at least five people of influence in your community who believe that a Club would benefit the community. Elect a president, vice president, and secretary. Form sub-committees (at least two people each) such as: **1) a building committee** to explore options for a facility (preferably a free building, utilities, liability insurance, and workers compensation insurance), **2) a fundraising committee** to assess current available money in the community serving youth, carefully reviewing the possibility

of consolidating existing funds for beginning Boys & Girls Clubs, finding new funding sources, and to devise a draft budget and **3) a board**

development committee to explore the Independent versus Extension options and to make connections in the community with the local government, native corporation, Tribe/TDHE, school, health care providers, law enforcement, and other organizations that can provide valuable support and insight.

▶ **Develop a Budget and Plan.** Discuss with community members just what programs and activities their youth need. Calculate the costs for staff, the equipment, for operating a Club, and location of a facility. Then draft a rough budget. The Statewide Expansion Office can offer advice and assistance with this step.

▶ **Build Partnerships.** Develop a relationship with Boys & Girls Clubs of Greater Anchorage and/or other existing Independent Clubs, gain an extension membership and set up governing structures. Cultivate alliances with other groups and attempt to combine resources.

- ▶ **Set up the Club.** Plan and maintain a facility, collaborate with the community, develop staff resources, and establish Club management. Figure out the hours you would like to operate your club and have at least two staff people on at all times. In figuring your budget for staffing, consider that Boys & Girls Clubs of America requires that your director work at least 30 hours per week and have benefits (health insurance).
- ▶ **Operate the Club.** Recruit and retain youth membership, select and create programs, maintain safety and security, and carry out marketing and public relations efforts. *Do not open your Boys & Girls Clubs doors until your staff is trained and you have policies in place so that from the very beginning you have a successful program.*

TASK 1:

PROMOTING INTEREST IN A BOYS & GIRLS CLUB FOR YOUR COMMUNITY

Setting up your Boys & Girls Club will involve many people: concerned citizens in your community, your Tribally Designated Housing Entity (TDHE), school leaders, and others who serve youth. Each village in Alaska has three major agencies: city or town government with elected council; Tribal or IRA Council (tribal vote only); and Native Corporation with board elected by shareholders only. To help ensure successful development of a Boys & Girls Club, it is necessary to actively involve at least two of these entities. Your Village, City Council, Native Corporation, or local Tribe/TDHE can help you put together grant proposals for obtaining financial support and may also help you find and renovate a facility.

You will find many sources of support from outside the community. The Alaska Statewide Expansion Office, B&GCA and HUD's Office of Native American Programs (ONAP) will provide technical assistance, materials, and support. They can put you in touch with the directors of other Boys & Girls Clubs in Alaska and Indian Country who have already been through this process. You will need to obtain funding or in-kind support from local groups and commercial firms such as airlines, canneries, local corporations, and fisheries. You may also need to

seek financial contributions from local, State, Federal Government agencies, private foundations and institutions.

Before starting to implement a Club, you will first need to determine the community's needs by asking community members a number of questions. A Planning Guide, designed specifically for establishing a Boys & Girls Club in rural Alaska, located in the Part 6 Sample Materials section, offers an excellent framework for your survey. Then you need to gain the interest, commitment, and excitement from other leaders and key groups in your community to proceed. These are the steps in promoting the idea of setting up a Boys & Girls Club in your community.

STEP 1: GETTING STARTED

Boys & Girls Clubs in Alaska can start with one or two individuals who initiate the idea and then interest others in the program. You may now be taking this critical first step. Discuss the idea with your friends, with community leaders, those who serve youth in your area, and with leaders in local businesses and professions in your community. Stimulate interest in starting a Club.

Organize a steering committee

Hold a meeting of those who are interested in your idea of starting a Boys & Girls Club. You will want to invite a representative from the Alaska Statewide Expansion Office, B&GCA regional service director, or representative of the Boys & Girls Clubs of Greater Anchorage to the meeting. The representative will come at no cost to your group. Further information on working with the national B&GCA, follows in Task 2. Confine this meeting to a small group.

Explain the purpose of the meeting to the group and ask the experienced representative to talk about Boys & Girls Clubs. The representative can give you promotional materials or show the ONAP/B&GCA video describing five Clubs in Indian Country. If the group is interested in pursuing the idea further, form a steering committee to handle the preliminary work of starting a Club. A Community Handout, explaining Boys & Girls Clubs, is located in Part 6, Sample Materials.

Determine the need

The need for a Club in your community may be quite apparent. Nevertheless, your steering committee needs to take a clear look at the political situation in your

locality. You will need support from your Village and/or Native Corporation Councils and Tribe/TDHE, as well as from citizens. Some Village and Corporation Boards are immediately supportive of a Boys & Girls Club; others need to be convinced.

Before approaching the Village Council and Corporation Board, the steering committee should consider doing a survey of your community's need for a Club. There are several benefits from doing such a



survey. First, it shows the Council what the community wants. For example, if 250 out of 325 community members want basketball, that is a clear message. A needs survey also gives young people a chance to say what they want in terms of a Club and its activities. Just knowing that a Club is being considered can raise community interest.

The Alaska Statewide Expansion Office representative will assist your steering committee in carrying out a survey of the local youth situation. There is no charge for this service. As one program director in Indian Country pointed out, this survey can be quite simple. She recommends going to youth with a yes/no want list. The survey can be done either through the schools or door-to-door.

To assist you in compiling supportive data about the children of Alaska and your efforts to start a Boys & Girls Club in your community, you may wish to use information from other sources. A booklet prepared by

the Annie E. Casey Foundation, *Kids Count Data Book*, is a national and state-by-state effort to track the status of children in the U.S. This publication uses the best available data to measure the educational, social, economic, and physical well-being of children. You may contact the following sources:

- ▶ Call the Annie E. Casey Foundation in Baltimore, Maryland at 410-547-6600.
- ▶ Visit KIDS COUNT Data Online at <http://www.aecf.org/kidscount/kc1999>.
- ▶ Contact KIDS COUNT Alaska University of Alaska—Anchorage Institute of Social and Economic Research at 907-786-7744, afngd@uaa.alaska.edu, or visit their website at <http://www.iser/uaa.alaska.edu>.
This source does offer information specifically on Alaskan Native Children.
- ▶ Contact Alaska's Division of Family and Youth Services at P.O. Box 110630, Juneau, Alaska or <http://www.hss.state.ak.us/dfys>.

STEP 2: INVOLVING YOUR VILLAGE COUNCIL, NATIVE CORPORATION BOARD OF DIRECTORS, OR CITY GOVERNMENT

For most Clubs in Indian Country, the Tribal Council is a critical source of support. In Alaska, Village Councils, city government, and Native Corporation Boards can also be critical sources of support. How much a Council or Board becomes involved in actually developing the Club may vary widely among communities. Council involvement has been apparent in Alaskan communities such as Bristol Bay, Seldovia, and Tyonek.

Present the idea to the Village and/or City Council or Corporate Board

The steering committee needs to understand and decide how best to proceed with your own Village and/or city councils and Native Corporations. In some American Indian tribes, the Councils have been immediately supportive of the Club concept or have spearheaded the drive to start a Club. One Tribal Council member has become the executive director of his tribe's large and flourishing Club. In other cases,

Council members in the beginning needed more information about the Boys & Girls Clubs concept. To assist you in organizing your contacts and discussions with community leaders, a Community Contact Report is located in Part 6, Sample Materials.

Before approaching the Council, you need to assess how accepting your Council or Board is likely to be. You might plan to devote special energy to convincing particular Council members about the value of a Boys & Girls Club. Some helpful ways to approach your Village Council, Corporation Board, or local municipal government include:

- ▶ Consider first approaching the person (or persons) in the agency who is most likely to be interested and supportive. Ask this person to help present the idea to the Village or Corporation Board.
- ▶ The best technique is to make certain your steering committee includes leaders from the municipal government, the tribal government or TDHE, the local Native Corporation, local schools or the local housing authority.
- ▶ Ask a community leader who is persuasive and excited about developing a Club to present the idea to the Village or Corporation. You or someone on the steering committee may best fit this role. In presenting the concept, you need to explain the functions the Club can play in securing the village or corporation's future; namely, by promoting positive activities and cultural awareness so that youth may thrive within their culture and community.
- ▶ Present findings from your community needs survey and the wishes of community members. The Village or Corporation Board will already be concerned about problems plaguing the community and will want to know how the Boys & Girls Club can help address these problems.
- ▶ Provide the big picture about how Boys & Girls Clubs are being developed in Indian Country and Alaska. You could show the ONAP/B&GCA video that tells the story of five Boys & Girls Clubs in Indian Country. Also, B&GCA is happy to send a representative to talk to your Village or Corporation Board about forming a Boys & Girls Club. This has already happened with a number of communities in Alaska.

Negotiate for different types of support

You will want to work with your Village Council or Corporation Board and negotiate for their support—whether moral, in-kind, or direct funds. As one director put it, “First you ask for help and then you prove the integrity of your program.”

Some Native Corporations, such as the Maniilaq Corporation, have been able to provide high levels of financial support, including building funds. Other Boys & Girls Clubs have received no funds from their Tribal or Village Councils, but have received other valuable assistance. Examples include:

- ▶ Members of the Katmai Boys & Girls Club live in three different villages, one of which is located across a mile-wide river from the Club. Flights donated by local airlines have helped transport youth between South Naknek and Naknek for Club activities.
- ▶ The tribal council in Tyonek donated a building to the Club. Donations of labor and materials from the village and a group of visiting missionaries have contributed to the building's renovations.

Examples of Memorandum of Agreements (MOAs) among an Alaskan tribal council, Boys & Girls Clubs, and other entities are located in Part 6, Sample Materials. MOAs provide a format for clearly defining the roles and responsibilities of all parties involved and establishes guidelines for tasks.

Maintain ongoing communication

Once a Club has begun operating, it is essential to maintain ongoing communication with the local government, tribal council, and local corporation. If possible, the group interested in developing a Boys & Girls Club should try to become formally involved in community planning. For example, it is helpful to have a member of the Club's advisory committee or board of directors serve on the Village or Corporation Board. Thus, when the Village or Corporation Board meets to discuss issues of importance, the Club's interests will be represented.

It is essential to gain the backing of the community and to welcome contributions from them. It is advisable to:

- ▶ **Encourage participation by all political groups.** A Village or Corporation Board member may serve on the board of directors for a Boys &

Girls Club. It is best to have representatives from all the major political groups in your community and to encourage the widest possible support to avoid problems of control. As a nonprofit organization, the Club needs to be governed independently by its advisory committee or board and cannot be part of the local government or any single political group.

- ▶ **Clearly define the mission and roles of all parties.** A Village Council or Corporation Board may play an important role in suggesting program elements they believe should be offered by the Boys & Girls Club. Village or Corporation Boards also may be of great help in resolving major Club needs or political issues, such as by finding a facility or negotiating Club boundaries with other groups.
- ▶ **Prove your accountability.** One Boys & Girls Club in Alaska suggests that you show the tribal business committee your budget. Boys & Girls Clubs have strong organizational structures and procedures. This is an important strength to demonstrate to the Village or Corporation Board.
- ▶ **Keep the local groups informed about the results of their help.** Council members will want to know how their contributions are used. You need to communicate back to them the success stories about the Club and the youth who use it.

STEP 3: INVOLVING YOUR TRIBALLY DESIGNATED HOUSING ENTITY (TRIBE/TDHE)

The help and support of their Tribe/TDHE has been crucial to Club success, according to the directors of Boys & Girls Clubs in Indian Country and Native Alaska. You can look to your Tribe/TDHE as a valuable ally in planning and setting up a Club in your community. When the steering committee first considers starting a Boys & Girls Club, the Tribe/TDHE board should be one of the first contacts. Emphasize to the board the benefits of a Club operation; namely reduced vandalism, gang activity, drug use, and crime.

HUD encourages the Tribe/TDHEs not only to develop and manage assisted housing units, but to become involved in developing social programs that can

improve the lives of people living there. Examples of programs include drug and crime prevention activities such as Boys & Girls Clubs. The Bristol Bay Housing Authority has taken a leading role in establishing Boys & Girls Clubs in Dillingham, King Salmon, and Naknek.

Access to HUD Technical Assistance Grants

If you are working with your Tribe/TDHE to help start a Boys & Girls Club, you should consider asking



Club member proudly displays his catch!

them to apply for a HUD Public and Indian Housing Drug Elimination Technical Assistance (TA) grant. Both Tribe/TDHEs and incorporated resident councils are eligible applicants for these grants, which are available to provide short-term assistance to public and Tribal housing communities to develop strategies and programs to combat drugs and drug-related crime. HUD's TA grant provides funds for expert consultants to work onsite with housing authorities, tribes, Tribally Designated Housing Entities, incorporated resident councils, resident organizations, and resident management corporations. The Tlingit-Haida Regional Housing Authority in Juneau, Alaska, has had great success in using its Technical

Assistance Grant from HUD to help develop a Boys & Girls Club in their community. Tribal organizations are eligible to apply for the grants.

To receive a TA grant, TDHEs, tribes, or incorporated resident groups must submit a *brief* application to HUD in response to an annual Notice of Funding Availability. Please note that applicants need not currently be recipients of Public and Indian Housing Drug Elimination grants to apply for a TA grant. HUD then provides successful TA applicants with a pool of up to 15 consultants with the appropriate background from which to choose. Applicants interview as many consultants as needed and submit their preferences to HUD. After HUD negotiates a contract with the chosen consultant, he or she may be reimbursed for a maximum of 30 days of work that must be completed within 90 days. Consultants may perform services such as:

- ▶ Conducting assessments to determine the scope and nature of the specific drug and/or crime reduction needs.
- ▶ Designing and identifying appropriate anti-crime and anti-drug-related practices and programs in areas such as: creating anti-violence and anti-drug youth initiatives like Boys & Girls Clubs; starting resident patrols; and designing physical improvements.
- ▶ Evaluating current anti-crime and anti-drug-related crime programs.
- ▶ Assessing or establishing performance measurement systems for anti-crime and anti-drug programs.

For more information about TA grants, contact the Community Builder at the Alaska ONAP Office at 907-271-4644, the HUD Drug Information & Strategy Clearinghouse at 1-800-955-2232, or e-mail the Clearinghouse at disc@jbs1.com

Assistance with a facility

Many Tribe/TDHEs become positively involved in Club facility arrangements, financing, and programming. Facility commitments come in several forms. These forms may include the following:

- ▶ The Tribe/TDHE may lease space to the Club and provide utilities and maintenance for the leased facility. The Cook Inlet Housing Authority has supported the Tyonek Club's facility utility

costs, provided in-kind donations and meeting space, and assistance with shipping supplies.

- ▶ The Tribe/TDHE may absorb the cost of renovating a facility to Club specifications. Renovations may include such things as outdoor improvements, furniture, and equipment expenses. The Cook Inlet Housing Authority gave \$33,000 worth of materials for the renovation of the Tyonek Club.
- ▶ The Tribe/TDHE may make facility or land deals with community organizations, such as the local school system. The Tribe/TDHE then assumes responsibility for maintaining the facility. Regardless of the type of arrangement, there needs to be a written contract specifying the agreed-upon relationship. Any agreement should be reviewed to assure protection and compliance with regulations and ordinances, even in the friendliest circumstances. Determine with the Tribe/TDHE who is responsible for providing insurance coverage and what is covered. Some Tribe/TDHEs are able to include the Club facility in their policy; others require the Boys & Girls Club to secure insurance coverage for the site. The Dillingham Boys & Girls Club is located within a donated public housing apartment and the housing authority is assisting with the search for larger facilities.

Assistance with operating funds

The Tribe/TDHE may assist in securing financial resources for the Club through several methods (for detailed information, see Part 3, How To Fund Your Local Boys & Girls Club). These methods include:

- ▶ Helping the Club prepare formal grant requests.
- ▶ Applying for grants from HUD to use in eliminating drug-related crimes in housing developments. Drug elimination funds can be channeled by the Tribe/TDHE to the Club for use in programming activities. These funds cannot be used for facility construction.
- ▶ Applying for Boys & Girls Clubs operating funds as part of their 5-year plan for Indian Housing Block Grant money to support Tribe/TDHE housing projects. This kind of ongoing financial support is possible under NAHASDA, described previously, in which block grant monies are controlled by the Tribe/TDHE.

The Tribe/TDHE may also be able to help with other needs. For example, one Tribe/TDHE in another state gave the local Boys & Girls Club a whole group of computers when their Tribe/TDHE computer system was upgraded.

Maintain a positive relationship with the Tribe/TDHE

Some strategies for developing a positive relationship with the Tribe/TDHE or improving an already existing relationship include:

- ▶ **Maintain ongoing contact with Tribe/TDHE officials.** After the steering committee has presented the concept of the Boys & Girls Club to the Tribe/TDHE, you will need to keep the Tribe/TDHE abreast of the ongoing developmental process. When the executive director or unit manager and the board are selected for the Club, they should continue communications with Tribe/TDHE officials.
- ▶ **Share the objectives of the Boys & Girls Club with Tribe/TDHE officials.** These objectives must be clearly defined and must support and be consistent with the Tribe/TDHE's overall mission. Regularly update the Tribe/TDHE on changes in objectives.
- ▶ **Clearly define roles of each organization.** Club staff need to become familiar with those Tribe/TDHE procedures and policies affecting the Club's facility and operations. When committing to undertake a particular task, be sure that the total scope of responsibility is defined. It may be helpful to specify a time line for completing one-time tasks. Ensure that multiple people are not given responsibility for the same task, which invites conflicts over who is ultimately responsible. When changes occur in key personnel, either at the Tribe/TDHE or at the Club, staff of both groups should meet to review and clarify responsibilities. This will facilitate continuing agreement and understanding by both parties.
- ▶ **Promote the Tribe/TDHE's image.** Demonstrate how youth development programs, which reduce criminal activity, substance abuse, and violence, are related to improving the environment for residents of Tribe/TDHE housing. The community will be more supportive of Tribe/TDHE activities, including the Boys & Girls Club, if people under-

stand that the Tribe/TDHE is concerned with their welfare and is improving the quality and number of homes and other services offered.

STEP 4: INVOLVING THE TRIBE/TDHE RESIDENT ORGANIZATION

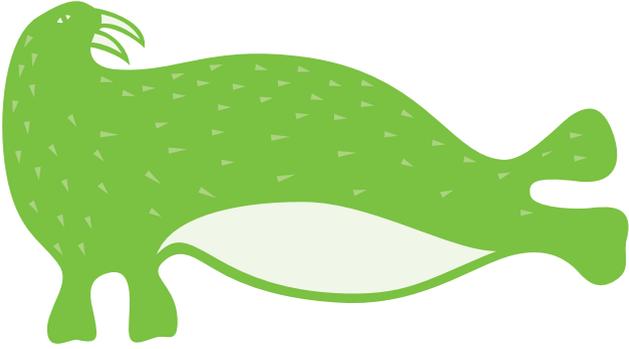
Tribe/TDHE resident organizations or councils are made up of residents who represent the interests and concerns of the entire housing community. If your community has such an organization, then you will want to work with them. You need to understand and appreciate the level of influence this group has and how it operates. Housing residents themselves are quite attuned to the problems and issues they are facing in the community. Many of their children will become active members of the Boys & Girls Club. Your involvement with the residents organization may include:

- ▶ Asking residents what they see as the greatest need for their children and which activities would be worth trying in your particular community.
- ▶ Providing opportunities for residents to learn about Boys & Girls Clubs and how the Clubs could benefit the overall community and housing environment.
- ▶ Actively seeking volunteers and parental participation at Club events.
- ▶ Sharing Club accomplishments with residents.

STEP 5: GAINING SUPPORT FROM YOUR COMMUNITY

What factors make a strong Boys & Girls Club? A National Institute of Justice study of 22 Boys & Girls Clubs in public housing found that strong, successful Clubs invest considerable time and energy in enlisting support and acceptance from their communities. These Clubs reach out to parents, local children, teachers, community leaders, and law enforcement agencies, building trust among residents. Parents are giving Clubs access to their most prized possession, their children, and deserve to be kept informed. Eventually, to ensure the prosperity of the Club, the entire community must have a sense of pride, commitment, and ownership.

The hope is that your Club will serve not only youth but their families as well. Like other Clubs in Alaska and Indian Country, your Club can become a center and hub for the communal life of the community. To assist in the development of the Tyonek Boys & Girls Club, a VISTA Volunteer was engaged to serve as a liaison



between the community and the Boys & Girls Club. The VISTA Volunteer, an Alaskan, familiar with the community and with Boys & Girls programming, was able to express both the community's needs and desires as well as how Boys & Girls Club could help fulfill those needs. Today, that VISTA volunteer serves as an assistant director for the Alaska Statewide Expansion Office.

Respond to community needs and wants

Listen to the community to hear what they need and want in their Boys & Girls Club. The community needs assessment, mentioned earlier, is a good way to gather this information. As you start up the Club's program, plan other regular ways of hearing from your community.

Coordinate with other services

Networking with other community agencies is a useful way to build community support. The staff in your local schools, health and social service agencies, and police will already know about the needs of youth. These professionals will be predisposed in favor of a youth club where kids can have fun, while also receiving guidance and the chance to practice leadership, to acquire new skills, and to gain self-confidence. The Soldotna Unit, in partnership with the Soldotna Community Schools and the Kenai Peninsula Borough School District, will provide academic, nutritional, recreation, and transportation at the new 21st century-funded Boys & Girls Club. The transportation portion of this program is especially exciting and challenging because of the long distances most children travel to and from school on the Peninsula.

By meeting early with staff of other youth services in your community, you can assure that your Club plans will not duplicate services already available. Juneau's needs assessment clearly defined what services were lacking in the community for youth and helped clarify the kinds of program services that a Boys & Girls Club could offer. These meetings also give you a chance to set up plans for cooperation. In some of the Clubs in Indian Country, health and social services as well as the tribal courts have arranged to refer youth to the Boys & Girls Club.

Respond to any misconceptions

The executive directors in Indian Country and in rural and native Alaska say that, in the beginning, residents often have misconceptions about Boys & Girls Clubs. It is important to identify these misconceptions and to carry out early education with the community. Often, people will be less interested if they think that a Club is dedicated exclusively to a single purpose, such as recreation or cultural preservation. Others may think of the Club as a babysitting service.

Another common misconception is that the Club serves only Native American or Alaska Native youth or only residents of Tribe/TDHE-provided housing. A Boys & Girls Club will serve all children in the community, and residents need to understand that. Otherwise, use of the Club and commitment to it will tend to be limited to certain groups, rather than being seen as a community facility open to all.

Initially, some executive directors report that they have encountered difficulty in gaining trust among Native Americans and Native Alaskans in their community. Boys & Girls Clubs may be perceived as a structure of the dominant culture. People need to understand how this model can fit into their values and way of life.

Enlist community support

Clubs in Indian Country and Alaska have used a variety of strategies to strengthen the relationship with their communities. These strategies include:

- ▶ Forming partnerships with the local schools, law enforcement, health services, and other local organizations.
- ▶ Inviting tribal, village, or Tribe/TDHE officials to serve on the Boys & Girls Club advisory committee or board of directors.

- ▶ Offering the use of Club space (when they have their own building) to other community groups.
- ▶ Inviting tribal/community members to share their tribal history, stories, crafts, and traditions with Boys & Girls Club youth.
- ▶ Asking the local press to cover positive stories about Club progress and activities.
- ▶ Joining with other groups to meet identified needs of the children and community. As an example, the Boys & Girls Club of the Northern Cheyenne Nation, located in the lower 48, started a food bank in partnership with two other community services. Adults who receive food are asked to repay this help by working at the Boys & Girls Club, where they often volunteer many hours beyond their agreed-on commitment.

TASK 2:

DEVELOPING A RELATIONSHIP WITH BOYS & GIRLS CLUBS OF AMERICA THROUGH THE B&GC OF GREATER ANCHORAGE AND THE ALASKA STATEWIDE EXPANSION OFFICE

There is an exciting movement underway in American communities today - communities are confronting their social, health, and economic problems by starting with their youth. The public, private, and nonprofit sectors are coming together to focus on what America's youth need and to take constructive action. These alliances aim to help young people resist drugs and crime, to educate them better, to provide them with a stronger foundation, and to believe in themselves.

This is done by supporting youth development programs that provide positive alternatives and opportunities. Programs are being offered that instill competency and self-esteem, reinforce healthy bodies and healthy minds, and give youth the skills they need to forge a brighter future.

When you start a Boys & Girls Club, you are buying into an organizational process that stresses accountability and high standards. Boys & Girls Clubs regularly monitor and evaluate their programs. The organization's

uniform, high standards across all programs are the basis for its high credibility with the public.

Communities across Alaska are finding Boys & Girls Clubs of America to be a powerful ally of Alaska Native youth. Clubs give young people a sense of belonging, usefulness, competence, and influence. By starting and operating a Club in your community, you help young people create healthy, productive lives that balance modern ways with the values of traditional life. Once you have a clear desire to create a Club, contact the following resources:

Statewide Expansion Office

(Alaska's Coordinating Office)

Bruce Gazaway, Director

2300 W. 36th Avenue

Anchorage, AK 99517

Telephone: 907-248-5437

Fax Number: 907-248-0047

E-Mail: bgazaway@bgcalaska.org

The Boys & Girls Clubs of Greater Anchorage, Inc.

(Independent Corporation)

John Oates, Chief Executive Officer

Rob Sythe, Assistant Chief Executive Officer

2300 West 36th Avenue

Anchorage, AK 99517

Telephone: 907-248-5437

Representatives of the Boys & Girls Clubs of Greater Anchorage, Inc. are available to help you meet all B&GCA requirements to establish and maintain a Club. They will arrange and organize help from B&GCA national headquarters staff. Although B&GCA recommends that interested communities initiate contact with the Anchorage Club, communities geographically close to Kenai and Fairbanks may also wish to contact those independent corporations. A complete list of resources, including Clubs operating in Alaska, is located in Part 5, Contact Information.

Boys & Girls Clubs of America

(National Headquarters)

1230 W. Peachtree Street, N.W.

Atlanta, Georgia 30309-3494

Telephone: 404-815-5700.

Website Address: www.bgca.org

B&GCA is governed by a distinguished National Board of Governors and Trustees representing all sections of the country. A special Native American National Advisory Committee guides efforts to start



up and support Clubs serving Native American and Alaska Native youth and to tailor programs to Native youth. An entire staff of skilled professionals is available and committed to helping you, community representatives, Tribally Designated Housing Entity (TDHE) officials, and interested community residents set up and operate a Club.

Pacific Regional Service Center for Boys & Girls Clubs of America

(Regional Office)

4201 Long Beach Boulevard, Suite 101

Long Beach, CA 90807

Telephone: 562-981-8855

The Pacific Regional Service Center has experienced field representatives who make regular contact with local Clubs through on-site visits, technical assistance, trainings, telephone calls, and letters.

TASK 3:

SETTING UP GOVERNING STRUCTURES

Before a new Club can become a Corporation, it must have a Unit and understand the process of becoming a Unit under a “Parent Organization” before it becomes its own Corporation.

A strong desire to help youth gain the skills, confidence, and values to create better lives has led to wanting a Club in your community. All new Clubs in rural and native Alaska will open under an existing Independent Corporation, also called a “Parent Organization.” The new Club, with the help of its community’s advisory committee, will be governed by the existing structures of the “Parent Organization.” However, it is important that a Unit or Extension Club understand the governing structures of a Corporation, which include the articles of incorporation, a constitution, bylaws, and a board of directors. Over time, some Unit Clubs may incorporate as Independent Clubs as they have a desire to start new Unit and Extension Clubs under their newly incorporated “Parent Organization.”

Incorporation

An Independent Boys & Girls Club is often a nonprofit corporation that operates within the laws of the local jurisdiction. To incorporate your Club, seek the help of

legal counsel who is an expert on laws for your jurisdiction to prepare the articles of incorporation. As a nonprofit organization, you will need to apply for 501(c)(3) status with the Internal Revenue Service to be exempt from taxes. It is critical for the Club to have this status when competing for funds from companies and foundations. Some Village or Corporation Boards, however, are reluctant to seek 501(c)(3) status because of sovereignty issues. Experience with other Boys & Girls Clubs in Indian Country shows this is actually not a problem. Also, seek the assistance of the B&CGA regional service representative to help you review all aspects of this issue.

To apply for 501(c)(3) status, follow these procedures:

Obtain an employer identification number. This number is needed to complete the application for 501(c)(3) status. If your group does not have an employer identification number, obtain and submit Internal Revenue Service Form SS-4—Application for Employer Identification Number.

File internal Revenue Forms 1024-Application for Tax Exempt Status, and 8718-User Fee for Exempt Organization Determination Letter Request, and pay the user fee. Form 8718 is used to calculate the amount that your group must pay to apply for tax-exempt status.

If your Club will be an Extension Unit of an existing Independent Club, you will not need to apply for separate 501(c)(3) status.

Constitution and Bylaws

The Club constitution is the overall guiding document for the organization. It establishes the Club as an entity and defines its purpose. The constitution also states the principles of the Club and sets out the particular structure of the organization being created. Club bylaws are equally important for the orderly, effective management of the Club. They are the specific set of rules you adopt to govern meetings and affairs. For instance, bylaws present detailed instructions on the number and types of meetings of the board of directors, identify the Club’s key governing positions, and specify the associated duties and responsibilities of these positions.

A Club constitution and bylaws are legal documents that may significantly affect how a Club operates. Many sponsors of Clubs seeking Independent status find they need help to prepare a constitution and bylaws. They often turn to legal counsel to develop the final documents. In addition to getting legal guid-

ance, it is important to work closely with counsel so that you and other community supporters remain the guiding force behind the Club's priorities, structures, and governing principles. To assist you in this process, a sample constitution and bylaws from Clubs in Indian Country are provided in the Part 6, Sample Materials section. If your Club will be an Extension Unit of an existing Independent Club, you will be governed by the constitution and bylaws of that parent Club.

Community Involvement: Establishing an Advisory Committee for a Unit or an Extension Club

Each Unit or Extension Club is required to develop an Advisory Committee rather than a Board of Directors as described below. The Advisory Committee is responsible for carrying out the following duties: advocating for the Club, its programs, and area youth; participating in ongoing program development; stimulating community involvement and support; and developing and assisting with fundraising efforts. During an Advisory Committee member's 2-year term, the person is responsible for attending monthly meetings, serving on several subcommittees, and actively participating in Club events and activities. A detailed description of Advisory Committee Guidelines and a job description for an Advisory Committee Member is located in Part 6, Sample Materials.

Community Involvement: Establishing a Board of Directors for an Independent Club

To better understand the role of the Independent Club's Board of Directors, it is important to review this section on board development. After preparing a Club constitution This key group has the legal authority and responsibility for setting Club policy and overseeing the operations of the organization. The number and types of members, their duties and responsibilities, and meeting requirements are specified in the bylaws. Extension Clubs will be governed by the Board of Directors for their parent Club. However, they may establish local advisory boards to provide leadership for local fundraising and other activities.

Selecting Individuals for the Board of Directors

Each community must identify the essential qualities it wants in board members. Criteria to consider include the population groups and geographic regions the Club serves and the priorities and culture of the community. An effective selection strategy is to develop a

profile of the types of skills, qualities, and experiences you and other representatives of the community have



Dillingham proudly receives its charter.

identified and want represented on the board. For example, a profile might list the following:

Skills: Native crafts, dance, or medicine; legal; education; music; health and fitness; law enforcement; finance; management; fundraising; and networking (connecting to others).

Qualities: Interest in and commitment to Alaska Native youth development; enthusiasm; optimism; compassion; nonjudgmental attitudes; and honesty.

Experience: Involvement as a community activist or leader; management of community-based youth organizations; experience working with Alaska Native youth; supervision of volunteers; development of financial plans; design and maintenance of information systems; writing of grants and fundraising proposals; and housing or facility maintenance.

Individuals with organizational skills and experience and a track record for leadership and accomplishment in the community are especially valuable board members. They are able to contribute time, energy, and often financial support to keep the Club growing. Based on the community's needs, consider these types of individuals for membership on the board:

- ▶ Community and corporation leaders
- ▶ Tribe/TDHE representatives
- ▶ Business leaders
- ▶ School administrators
- ▶ Professionals (lawyers, physicians, teachers, accountants)

- ▶ Senior law enforcement officials
- ▶ Boys & Girls Club alumni, if available

Recruiting, Orienting, and Training Board Members

When recruiting a potential board member, be as clear as possible about the role, responsibilities, and time frame during which board activities occur. A good rule of thumb is that each board member should work on one to two special projects a year and attend regular board and committee meetings. Emphasize to a potential member the key sense of accomplishment and gratification that comes from serving as a board member. Convey that each member also contributes to the Club in a unique way based on his or her special skills and capabilities.

Each new board member should receive an orientation to the organization. The orientation should cover the history, mission, and programs of the Club. Other information should focus on the role and responsibilities of board members. An orientation session can be conducted by a current board member and the Club's executive director and may include these topics:

- ▶ Introduction to staff and members of the board of directors
- ▶ Overview of the B&GCA and Club constitution and bylaws
- ▶ Overview of Club membership and programs
- ▶ Discussion of special projects and challenges
- ▶ Review of financial status

Role of the board of directors

Each Club may include a set of unique roles for its board of directors within its governing documents. Other functions of a board fall into these three general areas:

- ▶ **Policy determination:** Board members approve policies and procedures developed by the executive director for handling daily business affairs of the Club.
- ▶ **Resource acquisition:** Board members identify, cultivate, and seek funds from many sources to support the operation of the Club.
- ▶ **Assure effective leadership:** Board members may assist in the selection and monitoring of work by the Club's staff.

TASK 4:

PLANNING AND MAINTAINING A FACILITY

Kids need a place to call their own—the Club facility is a critical part of any successful youth organization. Depending on the particular needs and resources of your community, the Club may have exclusive use of:

- ▶ A freestanding building
- ▶ A portion of a building
- ▶ A newly constructed building, specifically designed for Club use
- ▶ A renovated building, specifically designed for Club use

Many of the smaller Clubs in Alaska and Indian Country have started by sharing a community facility with other government and nonprofit organizations. While sharing space is sometimes challenging in terms of scheduling and other issues, it can be an invaluable asset for new Clubs searching for resources to serve youth quickly.

STEP 1: LOCATING AND DEVELOPING A FACILITY

Prior to locating a facility, you need to determine the boundaries of the area where your Club will be located. The task of locating a facility suitable for your Club may be relatively simple. Space may be available and ready for occupancy with minimal modifications or renovations. A thorough cleaning, minor repairs, painting, and redecorating may be all that is needed. At a minimum, the Club facility should be:

- ▶ Easily accessible to potential members, including the disabled
- ▶ Clean and safe
- ▶ Brightly lit and well kept
- ▶ Compliant with applicable zoning, building, and fire codes
- ▶ Compliant with health codes regarding plumbing, ventilation, heating, cooling, asbestos, lighting, elevators, occupancy rates, environmental safety, and food preparation and storage.

B&GCA Building Services staff are ready to help you identify suitable space or plan new construction. They



Drying the salmon.

can assess available sites and recommend changes to accommodate a quality program. For example, they can determine if the selected space is large enough for planned programs or is accessible to most youth. They can also help select a site and design a new building.

Many possibilities exist and a variety of facilities are being used by Clubs in rural Alaska. For example, a facility can be an abandoned and renovated warehouse, a building provided by the Tribe/TDHE, or a portion of a school. The North Pole Unit is located in a mall setting for all programs, except athletics, for which they use a school. A functional building plan, with equipment layouts and other requirements, is available. For additional help, you might also obtain from the B&GCA regional service director the document *Facilities: Guide for Planning, Design and Construction*. It provides a wealth of information on managing property and designing and constructing a building.

STEP 2: RENOVATING A FACILITY

Many Clubs find space that requires some renovation or construction before it can be used. If this is your situation, keep these considerations in mind:

▶ **Costs of repairs and construction.** If the facility needs repairs, consider asking the owner to donate some or all of the cost of major repairs, such as plumbing, heating, ventilation, air conditioning, electrical service, and roofing. Local contractors may be willing to contribute in-kind renovations. Recently the community joined together to improve the New Stuyahok Club by replacing old floor boards. Funds may be available from foundations, corporations, local governments, and the Federal Government for such projects. Be sure to arrange for the display of the B&GCA sign at the Club location.

▶ **Equipment.** A Club requires a range of equipment, such as office, recreational, educational, and food preparation items. You should develop a list of needed equipment, then seek funds to purchase these items or ask for in-kind contributions from local civic clubs, area businesses, the Tribe/TDHE, and governments. Used equipment, if in good condition, can be cost-effective investments for Clubs as they start out. B&GCA can help you develop a list of needed equipment and possibly obtain government surplus property.

STEP 3: MAINTAINING A FACILITY

The inside and the outside of a Club facility need regular attention. The appearance and state of repair of your Club space make important statements to members, parents, and area residents. If you lease or use donated space, be sure to prepare and regularly update a written agreement that defines who is responsible for regular and emergency repairs, cleaning of the interior space, continuing maintenance and upkeep of the exterior and surrounding outdoor areas, and regular inspections. When you own the Club facility, arrange for adequate inspections, repairs, and cleaning.

STEP 4: SHARING SPACE

Sharing Club space with other groups in the community may benefit your organization. For example, you may operate Club programs in space that is part of another facility, such as a village building or a school. Resident youth may be more likely to join in Club programs and parents can see firsthand the benefits of Club activities. Or, you may offer space in your Club facility to other

groups for meetings and special events. The sharing of Club space is a goodwill gesture that can generate new members and other community support for the Club. The Kenai Unit is located in the first territorial school on the west side of the Kenai Peninsula. The Club shares the building with an alternative high school and will soon be joined by a charter school.

When offering Club space to other groups, consider these issues:

- ▶ Determine the time period that space is available for other events
- ▶ Agree on who is responsible for cleanup, locking doors, and security
- ▶ Decide if a Club staff member needs to be present in the facility
- ▶ Determine the conditions for terminating any agreement

STEP 5: WORKING WITH LIMITED SPACE

Your Club may begin with only limited space to conduct all of the activities that are planned for the youth in the community. To expand limited recreational facilities, think about all close-by resources offering space that might be shared. Clubs near more urban locations may have more options for sharing space than Clubs in rural areas. Consider using off-site space such as:

- ▶ Community colleges
- ▶ Village recreation centers
- ▶ Community playgrounds
- ▶ Local baseball fields and basketball courts
- ▶ Schoolyards and gymnasiums
- ▶ Church grounds
- ▶ Military facilities

Other program activities need not be limited by space either. To expand space to conduct various program activities, consider asking the Village or Corporation Board, local businesses, and community organizations to make available space for Club activities. This sharing of facilities and space encourages youth and members of the community to be involved in enjoyable learning activities together.

TASK 5:

COLLABORATING WITH OTHER COMMUNITY MEMBERS

The youth of a community thrive when they are supported and encouraged by a broad network of individuals and agencies. Taking part in building this support base for Alaska Native youth through collaboration with others is an important Club objective.

STEP 1: HOW TO BEGIN COLLABORATING

From the beginning, you can look for ways to involve others in the effort to start and maintain a Club. Begin by pledging to open doors not only to youth, but to their parents, elders, and as many other segments of the community as possible. Consider informing and inviting local leaders and representatives from the following types of groups and organizations to participate in building the Club:

- ▶ Village Councils or Corporation Boards
- ▶ Businesses
- ▶ Local industry, such as fish processors and oil and timber companies
- ▶ Schools (including coaches)
- ▶ Parent and teacher organizations
- ▶ Head Start
- ▶ Law enforcement
- ▶ Health care providers
- ▶ Community suicide prevention programs
- ▶ Elders
- ▶ Youth Councils comprised of adults and youth from other youth groups
- ▶ Community activists

STEP 2: FINDING SUCCESSFUL PARTNERS

Successful collaboration is the result of genuine efforts by diverse interests to reach agreed-upon goals. A well-attended and well-run Club is an important goal that a

community can achieve by working together. As you identify and make contact with leaders of various agencies and organizations in the community, organize or attend meetings to determine what issues are of general concern to all parties. Then find ways for everyone to work together to accomplish specific objectives. Here are a few ideas to illustrate how successful collaboration takes place:

- ▶ **Schools and the Club jointly sponsor and conduct special events and training.** In some areas, a Club may arrange to use school computer labs for teaching and training. Teachers from a school may agree to develop a new computer course or provide individual tutoring for Club members and their families. Other schools may offer use of their school and outdoor playing fields to a Club that has only meeting space.
- ▶ **Tribal organizations work with a Club to offer cultural appreciation programs.** There may be tribal members who are eager to teach youth the fishing techniques of their ancestors or a tribe's traditional drumming or basketry skills.
- ▶ **Business and professional members of a community organize internship or apprentice programs.** These individuals may recruit youth to work in their places of business during summers or after school. They can offer youth opportunities to explore various job and career paths that form stepping stones to productive lives.
- ▶ **Spiritual and religious organizations provide volunteers, co-sponsor events, and help raise funds.** The members of spiritual and religious groups may send work crews to assist with building renovations or sponsor a teen center. They may also welcome the opportunity to interest youth in the local cultural traditions.
- ▶ **Civic and law enforcement agencies sponsor a wealth of special activities.** They may develop transportation services to bring youth from isolated areas to a Club facility, create and/or sponsor special sports or athletic events such as the Native Youth Olympics, and help develop plans to deal with substance abuse among youth.
- ▶ **Service organizations provide assistance.** Boys & Girls Clubs strive to meet the unmet needs of youth in their communities. The lack

of nutritious food is one such need being addressed by Clubs in Indian Country and elsewhere. For example, one Club collaborated with the tribe, homeless shelter, and other groups in the community to start a food bank. The Club allows the food bank to use their space for meetings and a member of the Club sits on the food bank's board of directors. The Club helps collect food by asking for food items instead of money for some of their events. Individuals receiving food from the food bank are asked to volunteer work at the Club. Many of these individuals continue their volunteer work after the obligatory service time.

Part 6, Sample Materials, shows samples of *Memorandum of Agreements* that spell out the roles and responsibilities of several groups collaborating to set up a Boys & Girls Club in Alaska. The parties to this collaboration include the local Tribe/TDHE, a non-profit steering committee for the Club, the "parent" Boys & Girls Club, and the city.

As you create the club, develop the interest of others and involve them in the effort. No single individual or organization can do it all or know it all. By working together, you are assuring youth of the special interest and support of their entire community.

TASK 6:

DEVELOPING STAFF RESOURCES

The quality of staff leadership is an essential element of Club operations. Staff must reflect the values of the community and model the behavior desired in its youth. One of the greatest responsibilities of Club staff is to establish positive relationships with Club members. It is through these relationships that staff provide the support and guidance for youth in the important areas of education and physical, social, cultural, personal, emotional, and vocational development.

STEP 1: DECIDING ON STAFF POSITIONS AND ROLES

Staff positions and roles at each Club may vary based on the number of young people served and the types

of programs offered, and can range in size from 2 to over 30. Every Independent Club must have an executive director as well as other professional and volunteer staff. Every Unit or Extension Club must have a manager, which may be a full-time or part-time position depending on the Club needs.

The positions at your Club may include a combination of professional and administrative staff, volunteers, and full-time as well as part-time personnel. Job descriptions, including clearly defined required qualifications, duties and responsibilities, for a variety of positions can be found in Part 6, Sample Materials. For example:

▶ **Executive director/Unit/Extension club manager.** This is one of the most important positions on the Club staff. This person has overall responsibility for managing and supervising the daily operation of the Club. It is a salaried, full-time position. It should be filled by a professionally trained person who has management experience working with youth and supervising other staff and volunteers. (For more on the executive director or Unit manager's role, see the later section Club Management in this chapter.)

▶ **Other professional staff.** These positions are filled as the needs of the Club dictate. Examples of professional staff positions are: a program director to create, coordinate, and manage the various activities of the Club; an athletic director to teach, schedule, and monitor games and sports events; an education director to work with school and community personnel on instructional classes, lab programs, and workshops for youth; an outreach assistant to arrange and provide transportation and encourage membership in the Club; and a cultural activities coordinator to identify and arrange for events and programs that encourage youth to learn about their own and other cultures.

▶ **Administrative staff.** An administrative assistant or clerk may be needed to keep records, prepare reports, file, answer telephones, order supplies, and perform other general business and office functions.

▶ **Part-time staff.** Part-time workers can meet many Club needs. These staff may provide leadership for specific programs, provide supervision on field trips or special events, and fill in when other staff are absent or additional help is needed on a short-term basis.

▶ **Volunteers.** Volunteers are a flexible resource for a Club. Individual volunteers can assist other staff with general supervision when needed and lead special Club activities, such as storytelling or teaching the traditional language, songs, and dances. Volunteers may also serve on special committees and task forces, such as committees to raise funds for a new teen center or create a ceremonial site for youth. Several Clubs such as Tyonek, Fairbanks, and the North Pole Units utilize AmeriCorps, VISTA, and/or Jesuit volunteers. This can be a substantial resource for any Club, but particularly for rural clubs with small budgets and limited employment sources. See Part 3, Federal/State Government Resources.

STEP 2: RECRUITING AND SELECTING STAFF

To begin the staffing process, you may find it helpful to set up an executive search committee of the board of directors. This committee can prepare a performance-based job description for the executive director or



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Extension Club manager, establish the minimum requirements for the position, and recruit and select the final candidate. Once the leader of the Club is hired, he or she may continue to seek the help of the board to select Club staff, or may independently prepare job descriptions and recruit and hire staff.

Whenever possible, begin recruiting Club staff from among area residents. These individuals can bring valuable insights to the Club and assure residents that the culture and values of the community remain paramount. Individuals already involved in youth activities in the community are potential candidates for leadership and staff positions.

To locate the best qualified candidates in your area, use a variety of recruitment methods. Examples of recruitment methods include:

- ▶ Encourage members of the board of directors and advisory committee to identify individuals they know and respect to apply for positions.
- ▶ Inform community and corporation leaders and agency directors of the openings and requirements.
- ▶ Submit advertisements to local newspapers, club newsletters, and other media.
- ▶ Discuss the openings with colleagues, neighbors, and friends.
- ▶ Sponsor an open house or recruitment fair, perhaps in conjunction with another community event, to present employment opportunities.

Other recruitment resources are available and should be explored as well. B&GCA provides assistance in locating candidates for key leadership positions through its Human Resource Management Service. Tribe/TDHE staff are capable and ready to assist Clubs in their areas find the right people to staff them. Additional Federal and local government employment resources can be identified with the help of your B&GCA regional field representative.

It is essential to ask all prospective Club employees to submit a written description of their past experience, employment, and training. Review these resumes to identify candidates who meet all requirements for the position for which they have applied. Current or former Head Start employees have comparable training (in child development) and would be good candidates for consideration. Conduct personal interviews with these potential candidates and contact their employment

references. To complete the hiring process, send the selected candidate an offer letter that states the position title, salary and benefits, start date, and other details of the employment agreement. *Clubs are strongly encouraged by B&GCA to conduct background checks on prospective employees and volunteers.*

STEP 3: RECRUITING AND SELECTING VOLUNTEERS

Volunteers from the community can assist the Club in many ways. They represent a significant resource for the organization and signify the commitment and interest of the community in the well-being of its youth. It is essential that volunteers, like staff, be sensitive to the needs of Club members. They must have a genuine interest in young people, represent positive role models, and be willing to honor their commitments to the Club. Look for volunteers from these and other groups:

- ▶ Village or Corporation Boards
- ▶ Parents of members
- ▶ Tribe/TDHE residents
- ▶ AmeriCorps and VISTA volunteers
- ▶ Community and neighborhood groups
- ▶ Business organizations
- ▶ Religious groups
- ▶ Elders and retired people
- ▶ Older teens

STEP 4: DETERMINING STAFF SALARIES AND BENEFITS

The salaries and employment benefits offered to Club staff are significant elements in creating a smooth, trouble-free operation. When establishing salary and benefit levels, you should consider these factors to attract and retain competent employees:

- ▶ Salary and benefit structures for similar jobs in the surrounding community
- ▶ Salary and benefit structures used by other, similar Boys & Girls Clubs in Alaska
- ▶ Expectations and requirements for performing the job

- ▶ Size and nature of the labor pool in the surrounding community
- ▶ Required benefits and benefits available from B&GCA

STEP 5: MONITORING AND EVALUATING STAFF PERFORMANCE

Performance-based job descriptions prepared for every staff position are the basis for monitoring and evaluating performance. These job descriptions should include specific performance objectives for all key areas and describe duties and responsibilities. Some examples of job descriptions for Club staff serving Alaskan youth are included in Part 6, Sample Materials.

Each employee and volunteer needs ongoing, supportive supervision. The leadership of the Club should provide daily coaching and guidance to employees and volunteers. This type of supervision provides the assistance they need to meet the requirements of their positions. It also is critical to the ongoing development and training of Club personnel.

The personnel policies of the Club should include regular, formal performance appraisals for each employee. The performance appraisal process should include these criteria:

- ▶ Conduct an appraisal at least annually
- ▶ Conduct an appraisal on an interim basis if warranted by individual performance
- ▶ Base the appraisal on individual, written performance objectives
- ▶ Discuss the appraisal thoroughly in person with each employee
- ▶ Include a salary adjustment as reflected by the performance rating

On a regular basis, consider other ways to recognize employee and volunteer contributions. The Club might start a special awards program for worthy or unique achievements. Plaques and certificates, special dinners and ceremonies, newsletter stories, and community announcements are examples of the kinds of recognition that individuals value and appreciate.

STEP 6: PROVIDING STAFF TRAINING AND CAREER DEVELOPMENT

Well-trained, competent staff dedicated to working with youth, are a Club's greatest asset. Every Club should set aside some resources for staff training. Staff members can benefit from learning new techniques in youth



development. New programs developed by the Boys & Girls Clubs of America or by the local Club may call for unfamiliar staff skills or new types of knowledge. Also, staff that work with young people often face unexpected challenges. Training raises the skill, confidence, and comfort levels of front-line staff.

Training should be targeted to developing skills and providing knowledge needed by various staff members to fulfill their job responsibilities. On a regular basis, assess staff skills and knowledge in relation to their job descriptions, performance expectations, and actual performance. With this information in hand, list all training needs, starting with the most pressing requirements. Then explore sources of training assistance, including the following:

- ▶ Senior Club staff
- ▶ Members of the board of directors or advisory committee
- ▶ Community members such as teachers, other professionals, Tribe/TDHE staff, tribal elders, government leaders, business persons
- ▶ Staff of other Boys & Girls Clubs
- ▶ B&GCA training courses and workshops on topics such as program management, child development, and B&GCA curricula.

All Club staff should be assisted in developing a personal career plan. This type of plan includes career goals,

training needs, and individual educational objectives. It also identifies opportunities for exposure to new careers and chances to learn new skills. An effective plan ensures that information is provided to staff about future interview opportunities within the Club and the B&GCA organization.

It is important to note that when preparing a Club budget, that funds be set aside for staff participation in training events, conferences and programs, including travel costs associated with staff attendance. Participation in such activities enhances the professional and personal development and growth of staff by increasing their understanding of youth development needs and appropriate programming and motivating staff to explore new program ideas and activities. It offers individuals an opportunity to meet other Boys & Girls Club staff, as well as other youth development professionals. This is beneficial to all Boys & Girls Club workers throughout the country, but can be particularly relevant for those working in rural communities who are more geographically isolated. Many Alaskan club staff have participated in training events and can share their experiences. Contact the Alaska Statewide Expansion Office, HUD, and B&GCA to learn more about the training opportunities available. The training calendars on both the B&GCA website, www.bgca.org and the HUD website, www.hud.gov, are updated regularly.

TASK 7:

ESTABLISHING CLUB MANAGEMENT

Operating an Independent Club or a Unit/Extension Club requires mastery of multiple, complex tasks. Professional Club management is an essential element of a successful youth program. The most critical management tasks are performed by a Club's executive director or unit manager, who oversees budgeting, purchasing, hiring, and other business functions. Extension Clubs can benefit greatly from the expertise of their parent Clubs in these areas. Specific job descriptions for select Club positions are located in Part 6, Sample Materials.

STEP 1: SELECTING THE CLUB MANAGER

The executive director and/or unit manager plays a pivotal role in the life of a Club. Selecting an individual

to operate the Club on a daily basis is an important decision for your board of directors. To recruit and hire this key individual, establish a committee of the board to look for the person who possesses these skills and qualities:

- ▶ Ability to model a healthy lifestyle
- ▶ Familiarity with the culture of the community
- ▶ Experience working with youth of all ages
- ▶ Experience managing youth programs
- ▶ Ability to manage the work of other professionals and staff
- ▶ Skills in working collaboratively with other community agencies
- ▶ Willingness to be available on a flexible schedule
- ▶ Commitment to youth development goals
- ▶ Ability to set goals and motivate others to work toward common objectives
- ▶ Familiarity with accepted business practices and budget management

In some of the Clubs established in rural Alaska, the unit manager is an Alaskan Native. Some Clubs hire experienced persons from the parent Boys & Girls Club or seek guidance from B&GCA concerning possible candidates.

STEP 2: PLANNING, DEVELOPING, AND MANAGING A BUDGET

Every Independent and Extension Club must have an annual budget that is approved by its board of directors or advisory committee. The executive director/unit manager typically prepares the budget and may want to involve board members at appropriate stages in the process to assure their buy-in and agreement with the final budget figures and program priorities. An annual budget should include costs for full and/or part-time staff, plus other expenses such as supplies, equipment, transportation, utilities, printing, training, insurance, and B&GCA dues. To guide the budget process, sample budgets are presented in Part 6, Sample Materials.

The executive director/unit manager should continuously monitor Club earnings and expenditures. A number of inexpensive computer software packages are available

to help managers set up budgets and track the financial status of an organization. These packages make it easy to determine how much money is available and allocated for

certain items, how much has been spent, and how much remains for future expenses.

The executive director/unit manager must be alert to and readjust Club activities to accommodate any unexpected financial events, and notify the board of directors if there are financial issues, challenges, or concerns. B&GCA requires an annual financial audit by an independent certified public accountant to ensure that the Club remains on a solid financial footing.

STEP 3: HIRING STAFF

One of the greatest responsibilities of the executive director or unit manager is hiring effective, trained staff to operate Club programs. Staff must be knowledgeable and skilled, and serve as models for Club members in all areas. In addition, they must be highly motivated and interested in working with young people. The executive director or unit manager also directs, trains, and evaluates the performance of Club staff and volunteers.

STEP 4: PURCHASING CLUB EQUIPMENT AND SUPPLIES

If the Club is to operate effectively, it is important to follow proven purchasing practices. These practices include detailed procedures that dictate how equipment, supplies, and other expenditures are made and recorded. This is an area that can result in significant problems, if adequate safeguards are not in place and being followed.

Request the help of your regional field representative to create a complete purchasing process. The representative can provide the forms, instructions, and policies to ensure Club funds are well spent and staff and member needs are met. A list of suggested items needed for a new Club is found in Part 6, Sample Materials.

STEP 5: INITIATING RESPONSIBLE BUSINESS PRACTICES

The executive director or unit manager must oversee a range of management tasks that may include handling of cash, securing various types of insurance, preparing interagency agreements, writing grants, hiring vendors to perform maintenance and cleaning services, establishing bank accounts, and developing personnel policies. These and other management practices may vary somewhat from one Club to another.

Your regional field representative can direct staff to B&GCA management training, The Program Institute, to ensure that your organization conforms to sound management and business practices. The management training program offers an excellent opportunity for those individuals interested in pursuing a long-term career with the Boys & Girls Clubs organization. The sound business management practiced by the Boys & Girls Clubs of America is one key reason for its longevity as a national organization. Recently, five individuals from rural Alaska attended the B&GCA Program Institute.

TASK 8: RECRUITING AND RETAINING CLUB MEMBERSHIP

A Boys & Girls Club is a positive place for youth of all backgrounds. It is a place where they can find caring and capable adults, as well as program activities designed just for them. Recruiting and retaining members are among a Club's ongoing responsibilities.

Some youth will be naturally attracted to the Club when it first opens. Other youth need to be sought out and invited to visit the Club. It is important to reach as many youth in your community as possible about the benefits of the Club and to encourage them to become members.

STEP 1: UNDERSTANDING RECRUITING ISSUES AND APPROACHES

As part of your development work, a committee of the board of directors or the Extension Club's local advisory committee and Club professionals should prepare a plan to recruit members. B&GCA offers a Membership

Recruitment Kit with many good ideas that you can tailor for local use. As you prepare the recruitment plan, consider including these types of strategies:

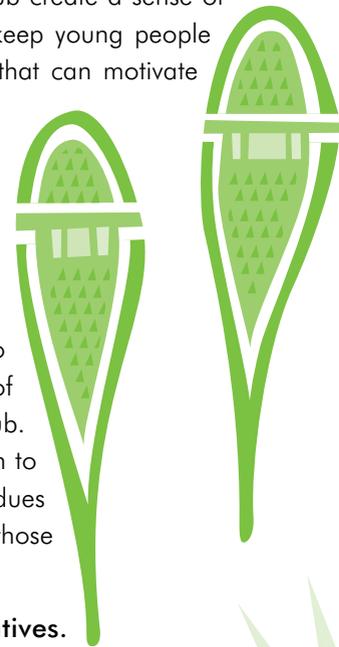
- ▶ **Identify transportation barriers.** In many areas serving Alaskan youth, the need for transportation to and from the Club may prevent some youth from joining. If your Club faces this situation, create alternate transportation approaches, such as arranging program schedules around bus and car pool times; raise funds for Club transportation or subsidized rides; or collaborate with other agencies to use their vehicles or resources to transport members. Many of the Clubs in Alaska work with local airlines to provide free or reduced fares for transportation to other Clubs for special events.
- ▶ **Inform parents.** Arrange to visit homes in the community. Give parents the opportunity to learn about the Club. Invite parents and their children to visit the Club and meet the staff, volunteers, and other members.
- ▶ **Offer a trial membership period.** Some youth may need to feel part of the Club's community before they are ready to become a member. Consider offering a trial membership period so that youth and their parents have time to be sure about becoming part of the organization.
- ▶ **Create a membership flyer.** Ask a graphic artist to help design and print a simple, eye-catching flyer. The flyer can be handed out to youth at schools, churches, restaurants, playgrounds, and other areas in the community. It should provide information on the Club programs, dues, and hours, and encourage all youth to visit the Club.
- ▶ **Visit schools.** Arrange with school officials to make a presentation about the Club to school assemblies. Ask if the Club's flyer can be posted on school bulletin boards, and encourage teachers to talk to students about the Club.
- ▶ **Contact media representatives.** Prepare press releases for local radio and television stations, tribal newspapers and newsletters, and other media outlets that inform and encourage youth to become Club members. On a regular basis, prepare updates with Club news and offer to provide interviews and other media support.

- ▶ **Hold special membership events.** Arrange special activities at the Club or elsewhere in the community that promote membership in the Club. These activities might include a radio program that is dedicated to a membership drive, with prizes and recognition for each new member. Community leaders might plan a special community day and include information about the Club in the day's events.
- ▶ **Collaborate with community organizations.** Request that leaders of community groups and resident organizations talk to their members about the Club. Distribute flyers for these groups to pass out to their members and to others.

STEP 2: RETAINING MEMBERS

The programs and positive relationships that youth experience as members of the Club create a sense of involvement and belonging that keep young people coming back. Some other ideas that can motivate continued participation include:

- ▶ **Keep membership dues low.** Low fees make it possible for all youth to afford to belong, yet place a financial value on membership. Membership dues also give members a sense of responsibility toward the Club. If needed, arrange for youth to work in the Club to offset dues or set up scholarships for those who need assistance.
- ▶ **Provide external incentives.** Consider providing free food, movie tickets, audiotapes, and other relatively inexpensive items to give youths added incentives to continue to participate in Club activities.
- ▶ **Provide internal incentives.** Keep in mind that incentives such as individual attention, verbal praise, encouragement, and genuine caring are more powerful than any external item or event for a youth to remain a member of the Club.



▶ **Use T-shirts, hats, and other symbols of Club identity.** The sense of belonging created by membership in the Club can be reinforced by these types of symbols. Symbols can also incorporate or reflect designs and images to enhance pride in the tribal culture. They can be particularly important ways to help isolated or forgotten young people feel an important part of the community.

TASK 9:

CREATING A SAFE AND SECURE CLUB

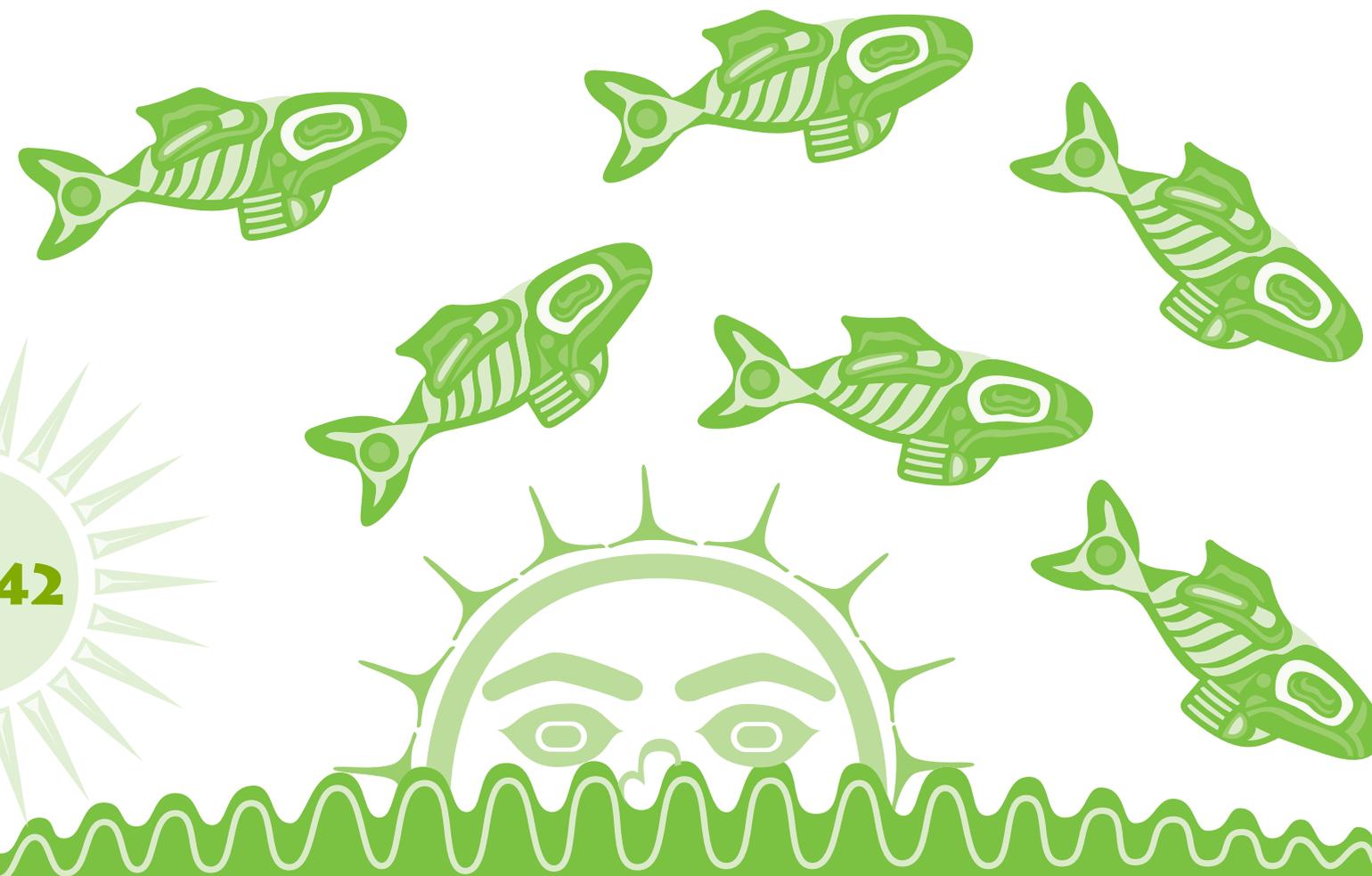
Boys & Girls Clubs represent a safe and secure place for all youth to come for companionship, learning, and fun. To ensure that your Club is a safe haven for youth, you need to place a high priority on safety and security. Every Club and community must identify its own safety and security concerns for which effective strategies will be needed. At a minimum, each Club needs a comprehensive plan and procedures that address personal safety and the security of the building and its equipment.

STEP 1: PREPARING A COMPREHENSIVE SAFETY AND SECURITY PLAN

Your Club should have a comprehensive safety and security plan that includes routine safety and emergency response procedures. The plan should cover issues such as:

- ▶ Fire, water, and bicycle safety
- ▶ Cardiopulmonary resuscitation (CPR) and first aid
- ▶ Health education
- ▶ Maintaining order
- ▶ Property and equipment security

Other issues may be of concern to your Club members, staff, and community, and the plan should include these issues as well as strategies to prevent or resolve problems. To develop such a plan, ask for input from community leaders; professionals in health, social services, and safety; law enforcement personnel; and parents. You also need to involve youth in discussions about safety and security issues. Such talks will identify youths' concerns and ideas for addressing their issues.





PART 3:

**HOW TO FUND
YOUR LOCAL
BOYS & GIRLS CLUB**

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HOW TO FUND YOUR LOCAL BOYS & GIRLS CLUB

INTRODUCTION

As demonstrated by the Boys & Girls Clubs that have already opened in rural and native Alaska and Indian Country, it is possible to raise the money necessary to start a Club and to raise the necessary operating funds. Now is a favorable time to get going, due to the unwavering commitment of the President, Congress, many government agencies, and Boys & Girls Clubs of America. To develop and maintain a successful Club, you need to plan to have a strong financial foundation for the Club.

If you are just beginning to think about starting a Boys & Girls Club, talk to the executive director, unit manager, and board and advisory committee members of other Clubs. Contact the Alaska Statewide Expansion Office and Boys & Girls Clubs of America. Let's suppose that you and other members of the steering committee have already made the decision to start a club, have met with a B&GCA field representative or staff from the Boys & Girls Clubs of Greater Anchorage, and have formed a board of directors or an advisory committee with a resource development and fundraising committee. In addition, you have been elected the chair of this committee.

Although you and your committee members recognize you are venturing into unknown territory in the search for funds, that feeling will not last for long. You will find allies in your community and from other parts of Alaska and the country who are truly interested in helping boys and girls have their own Club. The name recognition and positive reputation of Boys & Girls Club will be helpful in making initial contacts.

This section of the Guide contains a discussion of a number of resources that you will want to be aware of.

Part 3 includes information about Federal and State Government resources and those available through the Boys & Girls Clubs of America. Community funding sources and fundraising ideas are also discussed in Part 3.

Although we present a list of foundations and corporate funding sources that may be a good match for your Club, our listing is meant as a beginning for your research. The emphasis on foundations and corporate funding sources is on guiding you to available resources, especially those available through The Foundation Center. These resources will help you do your own research in not only finding a good match for your Club, but also knowing how to access the information you will need to successfully apply for a grant. For

example, information on successful grant writing will be readily obtainable at the libraries that are listed in this chapter. It is important to get to know

individuals who have prepared winning grants and talk with them about the basics of quality grant writing.

Boys & Girls Clubs of America and the Alaska Statewide Expansion Office will provide guidance in resource development. You will probably want to attend a fundraising seminar for your region that is sponsored by B&GCA.

IN THIS SECTION OF THE GUIDE, YOU WILL LEARN WHAT STEPS TO FOLLOW AND HOW TO COMPLETE THE TASKS THAT MAKE A CLUB A REALITY.

EFFECTIVE STRATEGIES

This section is a brief introduction to some of the effective strategies you will be using in your fundraising efforts. A variety of methods are appropriate for coming up with the resources that a Boys & Girls Club in your community will need.

Strategy: Community fundraising efforts

In many ways, community fundraising campaigns are the most important of all efforts, because they bring the

community together in a common cause. The Guide discusses different ways to raise money by involving the community in Community Funding Resources, later in Part 3.

Strategy: One-on-one approaches

With local sources, the most effective strategy is often the personal one-on-one approach. The person who will approach the local source needs to be selected carefully. Examples of the one-on-one approach include the following:

Example: The president of the board of directors meets with the president of a local corporation to explore the possibility of gaining funds for the Club. Typically, you would call the corporation first to explore its interest in youth development. In your meeting you would explain why investing in the Club would be an investment in the community.

Example: A member of the board of directors meets with the leader of a local community group to explore the possibility of a fundraising event for the benefit of the Club.

Example: Sometimes an individual donor will provide a major gift, and a one-on-one meeting or telephone call may be worthwhile to explore that possibility.

Strategy: Formal grant applications

Written grant submissions are made to a public (government) organization or a private one; the process may be formal, and it can be fairly extensive in some cases. It is helpful to get assistance when applying for these kinds of grants, because they are often competitive and may take some time. If you are applying for a Government grant, the Tribally Designated Housing Entity (TDHE) will often be able to help with the application process. Clubs may be able to apply for some grants directly; others will require that they apply as sub-applicants to recipients such as the State or local government or Tribe/TDHE.

If you are interested in obtaining a grant from a private organization or foundation, it is important to identify organizations that match your Club's needs. Typically, you will phone the organization, or locate its Web site on the Internet to get information, or perhaps read about it at one of the libraries in The Foundation

Center Cooperating Collections Network. (See the listing later in Part 3.)

When you locate an organization that may be a match for your Club, review the organization's annual report, which you can obtain directly from the organization. Then talk to the organization's program officer or grants administrator about your Club, the organization, and the application procedure. The program officer often asks you to send a letter of inquiry. At a later stage, you may be asked to submit a proposal, which can be fairly extensive. You may want to ask the program officer for guidance and advice on how to develop your proposal. Personal contact with the program staff is important because you will need an internal advocate for your proposal.

Letters of support from community leaders and organizations can help present a picture of community support. Each organization is different and has its own procedures, so check with the organization before you begin your application.

Strategy: Informal grant application

An informal grant application to a smaller foundation may involve a much simpler process. Sometimes no more than a one-page letter is necessary. Small foundations typically make awards on a set schedule. Speak with current executive directors of other Boys & Girls Clubs about any experiences they have had with informal grant applications.

ELEMENTS OF EFFECTIVE FUNDRAISING

We would like to emphasize three points that all contribute to effective fundraising.

▶ **State your vision:** Within your advisory committee, state to yourselves the reasons why you want to have a Boys & Girls Club—clearly understand the mission of a Boys & Girls Club in your community. You will find that this exercise is a powerful grounding force when you are communicating with others. When you and your committee members have a shared vision of what a Boys & Girls Club can do for your community, you will be a more effective communicator of that vision. Next, be able to tell what programs are available and their benefits to the boys and girls in the

community. Finally, come to an understanding of what the goal of your fundraising is. You have to know what you are asking for and be willing to ask for it.

- ▶ **Network!** Identify who you or your advisory or board members know in the Village Council or Corporation Board, local agency, or citizens advisory committee and ask these people to advance your cause. Work to get your president, executive director, unit manager or a board member included on the citizens advisory committee or on other boards and committees that are important to Boys & Girls Clubs.
- ▶ **Communicate your gratitude:** We urge you to communicate your thanks and gratitude to those who are supporting the Boys & Girls Club in your community. Writing to your supporters regularly—say, once or twice a year—will make them feel connected to the community and will bring home to them the importance of the work that they are supporting. If you include a picture of boys and girls in your Club, you will bring life and meaning to your words of thanks. Be sure to invite local supporters to the Club opening and to other important milestones and events. Local supporters want to see how their money is being used and usually appreciate public acknowledgments of their help and support.

THE VILLAGE COUNCIL OR CORPORATION BOARD

The extent of community/council/corporation involvement in the development and financial support of the Club will vary from community to community. In some cases the community's government sponsors the Boys & Girls Club charter. In most cases, the parties interested in developing the Club will initially present the idea to the Village Council or Corporation Board.

The way in which you relate to the Village Council takes on particular importance in light of the *Native American Housing Assistance and Self-Determination Act*, which gives great latitude to tribes and Alaska Native villages in determining how its block grant may be spent. Given the extent of housing needs in many communities, you will have to be very persuasive about the value of Boys & Girls Clubs when you go before the Village Council.

The Native American Housing Assistance and Self-Determination Act of 1996

Congress has legislated a major shift in housing and self-determination for Indian tribes that took place in fiscal 1998, which started in October 1, 1997. The details of the legislation are spelled out in the *Native American Housing Assistance and Self-Determination Act of 1996* (H.R. 3219).

This Act separates Indian housing from public housing, which fulfills a long-held desire of residents of Indian Country and Alaska. The Act provides a single block grant to tribes or their Tribally Designated Housing Entity (TDHE), instead of a number of different operational and categorical grants. (Some of the current operational and categorical grants will be phased out over time.) Under this new legislation, tribes and Alaska Native villages develop 5-year Indian Housing Plans, which the tribe or village or TDHE write and submit to HUD. Thus, this legislation shifts the task of defining how tribes and villages will spend their grant money. The Tribe/TDHE will usually be the existing Indian Housing Authority, although tribes and Alaska Native villages have the option of establishing another entity. To see examples of the 5-year Indian Housing Plans already submitted to HUD, visit the NAHASDA portion of HUD's website at: <http://www-domino.hud.gov/ihp/newhome.nsf?>

There are a number of other provisions in the Act, but for the purposes of this section on resources and fundraising, we will note that by partnering with the Tribe/TDHE, Boys & Girls Clubs are eligible for funds under the Act. This is because the Tribe/TDHE may choose to become involved in social programs, such as drug and crime prevention programs, that will improve the lives of residents. Funds are directed to the Tribe/TDHE via the Indian Housing Plan (IHP) and in order to be eligible, B&GC must partner with the Tribe/TDHE prior to the deadline for submission of IHPs. Adherence to crime prevention and safety guidelines for eligible activities must be followed. The Tribal Council or Village may also apply for a Community Development Block Grant, which can include funds to be used in developing social programs such as Boys & Girls Clubs and construction of community facilities for activities.

Asking the Village Council or Corporation Board and the Tribe/TDHE to support the Club will entail holding a meeting that allows the steering committee to conduct a positive presentation, using the points that are outlined

in Part 1, as well as the principles developed by the committee. Tailor the presentations to your audience, enlist other board or advisory committee members when it is appropriate, and be engaging and persuasive.

USING A MIX OF FUNDING RESOURCES

You will need a mix of resources to support the Club's mission. Funds will be needed for building a Club facility or converting an existing building, as well as for such operating expenses as hiring an executive director, unit manager and staff, maintaining the building, and providing programming.

Creativity is the key to success for developing a mix of resources. These can come from a number of different sources. The particular mix of funding sources depends on the resources of the community, and the ingenuity of the resource development and fundraising committee. You also have to take into account the economic circumstances in your area. Many rural Alaskan communities are remote with fewer than 1,000 residents. In these areas, there may be few major businesses to appeal to for financial backing. Many of the individuals residing in these communities may not be able to make financial contributions to begin and sustain Club activities. But given the circumstances in your community, you will want to look at a range of activities for tapping resources and raising funds.

BOYS & GIRLS CLUBS OF AMERICA AND FEDERAL/STATE GOVERNMENT RESOURCES

Where do you start raising money for the children in your community? The following are good starting points for applying for resource and development funds:

- ▶ Boys & Girls Clubs of America, which has a number of sources of support, and which also administers some Federal pass-through grants. Note especially funds available for new Boy & Girls Clubs from the U.S. Department of Justice, Bureau of Justice Assistance.
- ▶ HUD's Office of Native American Programs, especially the block grant to Tribe/TDHE and villages under NAHASDA and the Public and Indian Housing Drug Elimination Program.

A number of other Government agencies will also be interested in helping you with getting started and with programming. You will want to make contact with B&GCA's Government Relations Office and ask for the latest edition of *Government Funding Opportunities for Local Boys & Girls Clubs*.

You can find additional information about many of the Federal programs you will read about in the following pages by using the Catalog of Federal Domestic Assistance. The Catalog is a government-wide collection of federal programs, projects, services, and activities that provide assistance to the public. It contains information about program functions, eligible applicants, eligible activities, beneficiaries, matching requirements, and other useful details. To search the Catalog online, go to <http://www.gsa.gov/fdac/>

The listing of Federal Government resources, as well as those available through Boys & Girls Clubs of America, will be helpful to you as a launching point for raising funds. Other resources will be found in the following chapters: *Community Funding Resources* and *Foundations and Corporate Funding Sources*.

If you have detailed questions about the programs described in this chapter, use the contacts listed with each program throughout the text. For big picture questions, use the contact list shown in the box on the following page.

RESOURCE

Government Funding Opportunities for Local Boys & Girls Clubs. Boys & Girls Clubs of America. [Government Relations Office, 600 Jefferson Plaza, Suite 401, Rockville, MD 20852. Telephone 301-251-6676; fax 301-294-3052.]

BOYS & GIRLS CLUBS OF AMERICA

Numerous sources of support are available through Boys & Girls Clubs of America:

Grants from foundations to Boys & Girls Clubs of America

Boys & Girls Clubs of America receives about \$7 million a year from foundations, much of which it distributes to

TELEPHONE CONTACTS FOR "BIG PICTURE" QUESTIONS

Boys & Girls Clubs of America
Government Relations Office
301-251-6676

**U.S. Department of Housing
and Urban Development**
Office of Native American Programs (ONAP),
Denver, Colorado
303-675-1600

ONAP, Washington, DC
202-401-7914

ONAP, Anchorage, AK
907-271-4644

U.S. Department of Justice
Bureau of Justice Assistance
Discretionary Grants
Maria Amato, Program Specialist
202-514-8871

Office of Justice Programs
American Indian and Alaska Native Affairs Desk
202-616-3205

local Clubs around the country through its delivery of programs, services, training and technical assistance.

Applying:

Call the B&GCA regional service director for information.

Congressional appropriation Bureau of Justice Assistance U.S. Department of Justice

Congress has earmarked \$40 million from the Violent Crime Reduction Trust Fund in 1999 for the start-up of Boys & Girls Clubs around the country. These funds are part of a 5-year plan totaling \$100 million for Boys & Girls Clubs. Of the \$40 million, at least \$1 million will go directly to Clubs serving Native American and Alaska Natives. This appropriation from Congress is distributed via a Bureau of Justice Assistance pass-through grant, which is available through an application to the Boys & Girls Clubs of America.

The grants for 1997-98 ranged from \$25,000 to \$125,000. Applicants from Boys & Girls Club organizations indicate one of the following five objectives: (1) a new Club in a severely distressed community in a major metropolitan area; (2) a new Club on an Indian reservation or Alaska Native village; (3) a new Club in an at-risk neighborhood; (4) an outreach initiative to attract new members; (5) an outreach initiative to attract new teen members.

Applying:

Completed applications should be sent to the regional vice president in your Boys & Girls Clubs of America regional service center. Call the regional service director

with questions or for an update on the availability of funds and the application procedures and time line for 1999 and beyond.

Targeted Outreach Program

The Department of Justice's Office of Juvenile Justice and Delinquency Prevention (OJJDP) awards Targeted Outreach Program grants through B&GCA, which handles the administration of the grants. Local Clubs then receive pass-through grants, based on competitive applications, to run gang prevention or intervention sites.

Educational Awards Program

B&GCA and Americorps sponsor an Educational Awards program for local Boys & Girls Clubs. Clubs can apply directly to B&GCA to receive Americorps slots for their Club members. In return, members will receive educational awards in the form of financial assistance for trade school, college, or some other educational program.

FEDERAL AND STATE PROGRAMS

The Community Development Block Grant Program for Indian Tribes and Alaska Native Villages U.S. Department of Housing and Urban Development

This program will be of prime interest to those who wish to develop Boys & Girls Clubs. (See the earlier discussion of the *Native American Housing Assistance and Self-Determination Act*). The objective of the program is to develop decent housing, a suitable living environ-

ment, and economic opportunities; it is principally for low-income and moderate-income persons.

Each tribe or Alaska Native village is limited to one application per funding cycle that can include one or more separate projects. The funding limit is determined by the amount of money available each year and may differ depending on the size of the tribe or village. Eligible activities include housing, community facilities, public services, and economic development.

Contact Information:

HUD Alaska Office of Native American Programs
World Wide Web: <http://www.codetalk.fed.us/>

**Public and Indian Housing Drug Elimination Program
U.S. Department of Housing and Urban Development**

This grant is available to empower residents of public and Indian housing to turn the tide against drugs and crime in their communities. The funds available in fiscal year 1999 (began October 1, 1998) total around \$243 million. In past years, more than half of all applicants have received funding. There have been 5,600 grant winners since 1989, and HUD has disbursed over \$1.9 billion nationwide.

Drug elimination funds can be channeled by a Tribe/TDHE to a Club for use in programming activities. These cannot, however, be used for facility or construction expenses. Ask your Tribe/TDHE to be included in their application. The Tribe/TDHE must call for and complete the application kit. In the application, the Tribe/TDHE should demonstrate the value of a Boys & Girls Club in terms of prevention/intervention activities.

Contact information:

HUD Drug Information & Strategy Clearinghouse (DISC)
P.O. Box 8577
Silver Spring, Maryland 20907
1-800-955-2232

and/or

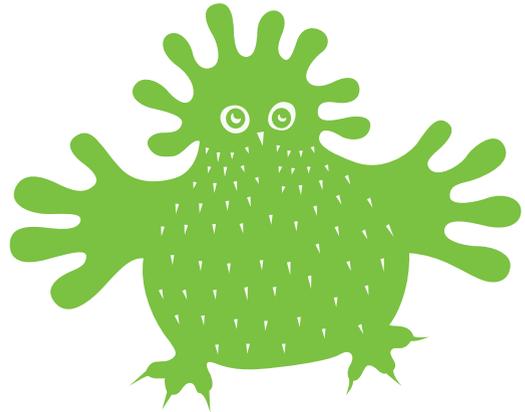
HUD Alaska ONAP
949 East 36th Avenue, Suite 401
Anchorage, AK 99508-4399
907-271-4644
www.hud.gov/local/anc/anconap.html

**Discretionary Grant Program
Office of Juvenile Justice and Delinquency**

Prevention

U.S. Department of Justice

The Office of Juvenile Justice and Delinquency Prevention (OJJDP) offers a number of funding opportunities each year through its discretionary grant program. These include the Targeted Outreach Program, administered by B&GCA, to run gang prevention and intervention sites. The Safe Futures program sends funds directly to



local community-wide collaborative efforts, which include local Boys & Girls Clubs and other nonprofit organizations in implementing programs.

Funds are available annually to fund a variety of initiatives, each of which is aimed at combating juvenile delinquency. The initiatives have included mentoring for at-risk youth, youth gang training and prevention, boot camps, treatment programs, and advocacy for missing and exploited children. The most successful applications use a community-wide, collaborative approach.

To access these funds, call the Juvenile Justice Clearinghouse and ask for a copy of OJJDP's Competitive Discretionary Program Announcements and Application Kit. Eligibility for these grants varies from program to program, so read them carefully. Then call the appropriate contact person at OJJDP and ask for an explanation of unclear points. Also call B&GCA's Government Relations Office, which will discuss with your ideas with you.

Contact information:

Office of Juvenile Justice and Delinquency Prevention
Juvenile Justice Clearinghouse
800-638-8736
World Wide Web: <http://ojjdp.ncjrs.org/>

State Formula Grant Program
Office of Juvenile Justice and Delinquency Prevention
U.S. Department of Justice

The program provides funding directly to States to assist in the prevention of juvenile delinquency. State allocations vary widely, but it is the largest program in the Office of Juvenile Justice and Delinquency Prevention. Allowable activities include: (1) educational programs and supportive services designed to encourage juvenile delinquents to stay in school; (2) youth-initiated programs that assist juveniles who would not otherwise be reached by traditional youth programs; (3) programs designed to deter illegal activities by youth and promote lawful activities on the part of juvenile gangs; (4) programs to address juvenile drug use and dependence; (5) programs for positive youth development that will assist juvenile delinquents and at-risk youth to attain a sense of safety, structure, and self-confidence; and (6) comprehensive juvenile justice programs that meet the needs of youth through community collaboration.

Call the State administering agency and ask for application guidelines, a timetable, and a list of funded projects. Also ask for a list of people serving on the State Advisory Group. Because funding is provided directly to States, you should ask the State Advisory Group in Alaska to determine the best line of contact.

Contact information:

Juvenile Justice Clearinghouse
800-638-8736
World Wide Web: <http://ojjdp.ncjrs.org/>

Contact information in Alaska:

State of Alaska Department of Health and Social Services
Division of Family and Youth Services
Barbara Learmonth
907-465-3855

Community-Oriented Policy Problem-Solving Partnerships (COPS)
Bureau of Justice Assistance
U.S. Department of Justice

Clubs can access funds through a partnership or sub-grantee relationship with law enforcement agencies. Grant funds must be used for creative problem-solving in seven specific areas.

Contact information:
Department of Justice Response Center
800-421-6770

Local Law Enforcement Block Grant
Bureau of Justice Assistance
U.S. Department of Justice

This block grant program provides funding directly to local governments to support a wide range of law enforcement activities. One of these broad areas is crime prevention. SMART Moves, Gang Prevention, Job Training, Mentoring, and many other Club programs meet the crime prevention criteria.

The best way to access these funds is through a partnership or sub-grantee relationship with local governments, including Indian tribes or Alaskan Native villages that carry out substantial governmental duties and powers. Each unit of local government must report Uniform Crime Report (UCR) data so as to determine funding.

The Boys & Girls Clubs of America's congressional appropriation has come from this funding line. See the Boys & Girls Clubs of America entry earlier in this chapter for additional information.

Contact information:

Department of Justice Response Center
800-421-6770

Job Training Partnership Act
Summer Youth Employment Program
U.S. Department of Labor

This program provides employment and training programs for disadvantaged youth during the summer months. Boys & Girls Clubs can participate in the program by either applying competitively as a potential grantee to operate a summer work program or by getting their Club members placed in the program.

Contact information in Alaska:

JTPA Programs Coordinator
Division of Community and Rural Development
Department of Community and Regional Affairs
333 West Fourth Avenue, Suite 220
Anchorage, AK 99501-2341
907-269-4653

Summer Food Program
U.S. Department of Agriculture

This program helps States feed children in disadvantaged areas during the summer months and other vacation periods. Private nonprofit organizations are allowed to operate the Summer Food Program in areas where





Tyonek native elder.

State/local governments or school authorities do not participate during the months of May through September.

Many Boys & Girls Club members have a substantial summer meal program under this plan. Funding for this program is administered in Alaska by the Department of Education.

Contact information in Alaska:

Alaska Department of Education
Child Nutrition Services
Summer Food Services Program
801 West 10th Street, Suite 200
Juneau, Alaska 99801
907-465-2800

Drug-Free Schools and Communities Act Formula Grants U.S. Department of Education

Some Clubs fund SMART Moves and Targeted Outreach programs with this grant, while others are involved in community collaborations. This grant is particularly appropriate if your Club is involved in drug abuse and violence prevention initiatives.

Alaska administers Safe and Drug-Free Schools funding in three different ways, two of which are possible avenues for Boys & Girls Clubs to pursue. Local school districts can apply for "greatest need" funding. Boys & Girls

Clubs could work with their local schools as subgrantees. Through the Governor's Grant, nonprofit organizations may apply directly to the Alaska Department of Education for 3-year funding. Grantees must match the grants 10 percent in the first year; 20 percent in the second year; and 30 percent in the third year.

General information:

Safe and Drug-Free Schools Program
202-260-3954

Contact information in Alaska:

Alaska Department of Education
Safe and Drug-Free Schools Program
801 West 10th Street, Suite 200
Juneau, Alaska 99801
907-465-8719

AmeriCorps Corporation for National Service

The AmeriCorps program has three primary goals: (1) to serve unmet human, educational, environmental, and public safety needs; (2) to build communities; and (3) to benefit participants by providing a meaningful experience and tangible rewards.

Club members who are 17 years old and older can participate as service Corps members. As members they receive a living allowance, health care, child care, and an educational award worth \$4,725 per term of full-time service and \$2,362 per term of part-time service.

Also, the Club can be the beneficiary of an Americorps service project. The service project can range from repairing a building to helping the staff work with the kids in such areas as conflict resolution, academic skills development, and environmental education.

AmeriCorps contracts directly with Native American tribes. A tribal representative should call the Corporation for National Service and ask for an application packet for service participation in nationally funded programs. If you are not within an Indian tribal jurisdiction, contact your State Commission on National and Community Service. Ask for an application packet, a list of funded programs in Alaska, and contact information.

Also check with Boys & Girls Clubs of America about the Educational Awards Program. (This is described further under the Boys & Girls Clubs of America entry earlier in this chapter.)

Contact information in Alaska:

Billie Joe Caldwell, Director
Corporation for National Service—Alaska Office
Jackson Federal Building
915 Second Avenue, Suite 3190
Seattle, WA 98174-1103
206-220-7736

For general information about participating as an Americorps member: 800-942-2677
World Wide Web: <http://www.cns.gov/index.html>

Discretionary Programs

U.S. Department of Health and Human Services (DHHS)

The Department of Health and Human Services has a number of agencies that have discretionary grant opportunities. The Administration for Children and Families, the Office of Adolescent Pregnancy Prevention, the Center for Substance Abuse Treatment, Centers for Disease Control and Prevention, and others often announce funding opportunities that interest local Clubs. These should be reviewed on a case-by-case basis. Once you have identified a program in which you have an interest, call your B&GCA Office of Government Relations to discuss the opportunity. Additional DHHS funding programs are discussed in the following listings.

Contact information:

Available from program announcements.
World Wide Web: <http://www.dhhs.gov>

Head Start

Administration on Children and Families (ACF) U.S. Department of Health and Human Services

The purpose of the Head Start program is to help disadvantaged children, ages 3 to 5, prepare for elementary school by providing a comprehensive preschool program. Programs provide children with developmental services that include education, health and nutrition, and social development. Many Clubs are not set up to serve preschool children, but some Clubs have set up Head Start programs or rented out space in their Clubs for the Head Start program.

Contact your regional Administration on Children and Families Office for a Head Start application packet and timetable information. Also ask for a list of Head Start

providers in your area. The application must demonstrate that 90 percent of your participants live at or below the poverty line or are from families receiving Temporary Assistance for Needy Families (TANF).

To locate your regional ACF office, call Head Start at the number listed below.

Contact information:

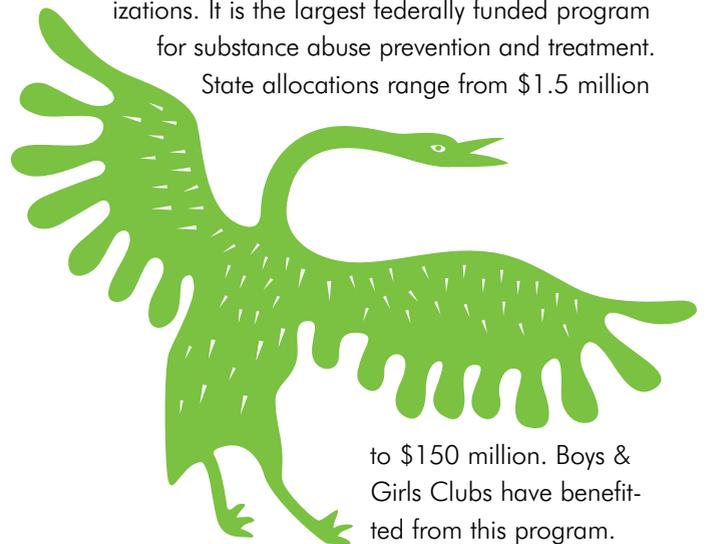
U.S. Department of Health and Human Services
Administration on Children and Families
Head Start Bureau
202-205-8572

Prevention and Treatment of Substance Abuse (PATSA) Block Grant

Center for Substance Abuse Treatment (CSAT) U.S. Department of Health and Human Services

This grant provides States with funding for substance abuse programs. The State can either provide services directly or sub-grant to public entities or nonprofit organizations. It is the largest federally funded program for substance abuse prevention and treatment.

State allocations range from \$1.5 million



to \$150 million. Boys & Girls Clubs have benefited from this program.

Some Clubs receive their funds directly from the State, others as part of county or citywide initiatives. SMART Moves and Targeted Outreach are two examples of Club programs that are well suited for PATSA funding.

Contact the Alaska Division of Alcoholism and Drug Abuse to find out whether sub-grants are available and request an application, along with information on funding deadlines. Also ask local government agencies that handle alcohol, drug abuse, and mental health matters whether they receive grant funds from the State. If they do, find out whether sub-grants are available and request an application kit, along with deadline information.

Contact information:

U.S. Department of Health and Human Services
 Center for Substance Abuse Treatment
 Division of State and Community Assistance
 301-443-3820

Contact information in Alaska:

Mr. Loren Jones, Director
 Division of Alcoholism and Drug Abuse
 Alaska Department of Health and Social Services
 P.O. Box 110607
 Juneau, AK 99811
 907-465-2071 or 800-478-2072
 World Wide Web: <http://health.hss.state.ak.us/>

Title XX**Social Services Block Grant****U.S. Department of Health and Human Services**

This program enables States to address the goals expressed in Title XX of the Social Services Act. These goals are to: (1) reduce or eliminate economic dependency within disadvantaged communities, (2) prevent neglect and abuse of children and adults, and (3) make available institutional or home care for those in need. Local Clubs receive millions of dollars each year in Social Services Block Grant funds. Allowable activities include child care, training and employment services, health-related services, recreational services, substance abuse services, and programs for at-risk or delinquent youth. Your Club can access these funds either as a grantee directly from the State or as a sub-grantee of another agency that has received a grant from the State. Call your local government social service agencies and ask whether they apply for or receive Title XX Social Services Block Grant funds from the State and whether sub-grants are available. If so, ask for an application packet and funding deadline information.

Johnson O'Malley Program**Office of Indian Education Programs****Bureau of Indian Affairs****U.S. Department of the Interior**

The Johnson O'Malley program provides grants to tribes, public school districts, and State departments of education for supplemental education programs for Native American youth enrolled in public schools. Boys & Girls Clubs may receive a Johnson O'Malley sub-grant for their Power Hour! or other education programs.

However, note that Congress has limited eligibility to grantees that received funds in Fiscal Year 1995.

Contact information:

Office of Indian Education Programs
 Bureau of Indian Affairs
 U.S. Department of the Interior
 202-219-1127
 World Wide Web:
<http://www.doi.gov/bureau-indian-affairs.html>

Contact information in Alaska:

Alaska Department of Education
 801 West 10th Street, Suite 200
 Juneau, AK 99801
 907-465-2800

Community Action Against Substance Abuse Program**Division of Alcoholism and Drug Abuse****Alaska Department of Health and Social Services**

Community Action Against Substance Abuse grants are available to community-based programs in Alaska to prevent and treat youth substance abuse problems. Specific types of activities that may be funded under this program include Police in School Liaison programs; community, parents, youth, and local school prevention and education programs; youth recreation; court-ordered community services coordinators; technical assistance for neighborhood based substance abuse programs; youth assessment and referral programs; and other programs determined effective by the Department. Grants will be issued for two fiscal years.

Contact Information:

Division of Alcoholism and Drug Abuse
 Alaska Department of Health and Social Services
 P.O. Box 110607
 Juneau, AK 99811-0607
 907-465-2071 or 800-478-2072

Community-Based Suicide Prevention Program**Division of Alcoholism and Drug Abuse****Alaska Department of Health and Social Services**

Alaska's Community-Based Suicide Prevention Program assists the smaller communities of Alaska to develop and implement their own locally-designed projects to reduce self-destructive behavior and increase the health of individuals, families, and communities.



Assistance is in the form of grants, training, and a support and information network with an annual statewide conference, periodic regional conferences, and a bi-monthly newsletter. Currently 59 communities are participating.

Contact information:

Mr. Loren Jones, Director
Division of Alcoholism and Drug Abuse
Alaska Department of Health and Social Services
P.O. Box 110607
Juneau, AK 99811
907-465-2071 or 800-478-2072
World Wide Web: <http://health.hss.state.ak.us/>

Underage Drinking Grant
Division of Family and Youth Services
Alaska Department of Health and Social Services

This grant provides prevention and enforcement programs to reduce the frequency of underage drinking, using a combination of existing State and local resources and coordinated mechanisms for enforcement and prevention/intervention. Examples of fundable prevention programs include school-based education programs, positive recreational alternatives, and youth courts.

Contact information:

Ms. Denise Kaufman
Youth Corrections
Division of Family and Youth Services
Alaska Department of Health and Social Services
P.O. Box 110630
Juneau, AK 99811-0630
907-465-2212

COMMUNITY FUNDING RESOURCES

The Village Council or Corporation Board and Tribally Designated Housing Entity (Tribe/TDHE) can help you in your efforts to raise funds.

THE TRIBALLY DESIGNATED HOUSING ENTITY (TDHE)

The Tribe/TDHE can assist in securing financial resources for the Club through several methods. First, the Tribe/TDHE can help the Club prepare formal grant requests. Additionally, the Tribe/TDHE may apply for grants from HUD for use in eliminating drug-related

EXAMPLES OF COMMUNITY FUNDRAISING ACTIVITIES

An auction

In a silent auction, the contributors donate items to be sold, such as drawings, pottery, home-cooked or restaurant dinners, books, or a guided tour. Merchants, as well as community members, are often willing to donate auction items. The items are either placed on tables at a fundraiser or are described on a card that is displayed on the table. The people who are attending the event write down their bids on a sign-up sheet (the reason why it is called a "silent" auction).

Each article usually has a minimum bid and a minimum level by which to raise the bid, written right on the sign-up sheet. Some silent auctions allow people to submit bids prior to the event if they are not able to attend; these auctions usually have a catalog or flyer describing the articles to be auctioned.

A silent auction is often combined with a gala affair and with a regular auction for higher priced articles. Check with local authorities to see if you need a license for an auction.

Sponsored walk or run

One popular type of moneymaking event is a sponsored walk or run. In this type of event, a walk or run of a certain length is planned. Participants line up as many sponsors as they can. After the race, each sponsor pays an agreed-on amount for the distance traveled, say 50 cents per mile or whatever amount the sponsor wishes.

Raffle

One Club in rural Alaska has sold raffle tickets that gave the purchasers a chance to win a cord of firewood.

crimes. As part of this process, the Tribe/TDHE develops a plan for addressing drug-related crime. In its application for these funds, the Tribe/TDHE will describe the ways in which the Club can help in preventing drug-related crime.

The Tribe/TDHE may also become involved in Club facility arrangements, financing, and programming. Facility commitments come in several forms. The Tribe/TDHE may lease space to the Club or absorb the cost of facility renovations. In some cases, community organizations such as the local school system will make a facility or land deal with the Tribe/TDHE. The

Tribe/TDHE is then responsible for maintenance of the facility. These types of arrangements are discussed in more detail in Part 1, Requirements for Setting Up a Club.

When you identify local resources, include the following:

- ▶ Village, Corporation, Tribal, local, and State governments
- ▶ Local private foundations administered by churches, colleges, banks, universities, or individuals
- ▶ Local corporations and businesses with corporate giving programs
- ▶ The United Way
- ▶ Chamber of Commerce
- ▶ Local manufacturing associations
- ▶ Business, trade, and labor associations
- ▶ Local planning bodies
- ▶ Churches (contributions from parishioners)
- ▶ Individual contributions from community leaders

Emphasize to potential funders that they are investing in the community when they contribute to a Boys & Girls Club.

- ▶ Local corporations can provide financial support plus in-kind donations of equipment and supplies. Sometimes a corporation or business will adopt your cause and sponsor special events at the Club. Be creative and suggest an event that would appeal to the targeted corporation.
- ▶ **Local merchants** may be willing to donate money or in-kind services such as volunteer time or reduced price airfares.
- ▶ **Community fundraising activities** raise money and also bring the community together. Some examples of fundraisers are steak and burger dinners, bake sales, car washes, candy and gift wrap sales, garden work, a silent auction, a dance, a concert, and sponsored trips. Plan to have publicity, press releases, or posters to publicize the fundraiser. For a large event, consider taking out an advertisement.
- ▶ **Donations by the community**—Members of one tribe have money deducted from their paychecks to support the local Club.

- ▶ **Donations of work** are just as valuable as donations of money. A contractor who lays a concrete slab as a foundation for the Club building or who installs a heating system for free is making a substantial donation to the Club.

FOUNDATIONS AND CORPORATE FUNDING SOURCES

In your research, you will find a number of foundations and corporations that will be of interest to you. Your original research will be the best way to find foundations that may be interested in your project. The following information is intended only as a starting point.

THE FOUNDATION CENTER

In addition to using the resources available from Boys & Girls Clubs of America, we recommend that you use information available through The Foundation Center. The Foundation Center is an independent national service organization established by foundations to provide an authoritative source of information on private philanthropic giving. The Center operates five main reference collections offering a wide variety of services and comprehensive information on foundations and grants. The Center also sponsors a Cooperating Collections Network—libraries or nonprofit information centers that provide a core collection fundraising information and other funding-related technical assistance in their communities. Cooperating collections offer free public access and free funding research guidance. Many also provide a variety of services for local nonprofit organizations. A list of cooperating collections in Alaska appears below. Because the collections vary in their hours, materials, and services, it is recommended that you call each collection in advance.

Foundation Centers

The Foundation Center
79 Fifth Avenue
Eighth Floor
New York, NY 10003
212-620-4230 or 800-424-9836
World Wide Web: <http://www.fdncenter.org>.

The Foundation Center
312 Sutter Street, Room 312
San Francisco, CA 94108
415-397-0902

The Foundation Center
1001 Connecticut Avenue, NW, No. 938
Washington, DC 20036
202-331-1400

The Foundation Center
Kent H. Smith Library
1422 Euclid, No. 1356
Cleveland, OH 44115
216-861-1933

The Foundation Center
Suite 150, Grand Lobby
Hurt Building
50 Hurt Plaza
Atlanta, GA 30303
404-880-0094

Alaska Cooperating Collections

University of Alaska at Anchorage Library
3211 Providence Drive
Anchorage, AK 99508
907-786-1847

Juneau Public Library
292 Marine Way
Juneau, AK 99801
907-586-5267



Club member at Tyonek spirit days.

FOUNDATIONS OF INTEREST

The following is a sample of foundations with potential relevance for both new and existing local Boys & Girls Clubs in Alaska. For each foundation, we provide brief descriptions of known funding priorities and restrictions, as well as contact information. These foundations vary widely in their level of total expenditure, size of grants given, and breadth of funding priorities. Please note that funding priorities and contact information are subject to change at any time. Before submitting an application to any foundation, always contact each foundation to clarify eligibility criteria, funding priorities, and application procedures.

Alaska Village Initiatives

This foundation is dedicated to improving the well-being of rural Alaska communities, families, and individuals by embracing their cultural values and strengthening their self-reliance through training, assistance, advocacy, and economic development. AVI has funded programs and services such as community visioning and planning, board training, technical assistance, loan programs, tourism programs, training and leadership development, and demonstration economic development projects. Eligible applicants are nonprofit organizations that are members of Rural Alaska Community Action Programs, the 12 Regional Corporations formed under *Alaska Native Claims Settlement Act*, IRAs, village corporations, tribal governments, and rural cooperatives.

Alaska Village Initiatives
1577 C Street, Suite 304
Anchorage, AK 99501
907-274-5400
Email: avi@ruralak.org

Andre Agassi Foundation

The foundation provides grants to nonprofit, tax-exempt organizations that operate youth programs targeting education and recreation. Priority is given to projects in the Las Vegas area, but the foundation has given grants elsewhere in Nevada and the Nation.

Andre Agassi Foundation
2300 West Sahara Avenue
Suite 1150, Box 30
Las Vegas, NV 89102
702-227-5700

ARCO Alaska, Inc./ARCO Foundation

Areas of interest for ARCO Alaska, Inc. and the ARCO Foundation include programs that: develop leadership by serving at-risk youth; bring together senior citizens with at-risk youth in mutually beneficial relationships; offer cultural experiences to diverse ethnic groups; promote land preservation; and support education. Funding is not considered for endowments, individuals, travel expenses, capital projects, and film/video projects. All requests for funding should be submitted to the nearest ARCO Alaska, Inc.

ARCO Alaska, Inc./ARCO Foundation
Office of Community Relations
P.O. Box 100360
ATO 1940
Anchorage, AK 99510-0360
907-265-6938

Cook Inlet Region, Inc., Foundation

The foundation provides support for program development, internships, and fellowships in projects relating to Alaska Native educational, cultural, and heritage projects. Only enrolled Alaska Natives of the Cook Inlet Region or children of enrollees are eligible grantees.

CIRI Foundation
P. O. Box 93330
Anchorage, AK 99509-3330
907-274-8638

Doyon Foundation

The Doyon Foundation supports projects that positively impact Doyon region shareholders. Of particular interest to Boys & Girls Clubs may be the Foundation's Community Revitalization Program, which works with village leaders and returning Native students to develop specific social, cultural, and economic development strategies for effective village revitalization and development programs. The foundation also funds higher education and vocational scholarships and professional development.

Doyon Foundation
201 First Avenue, Suite 300
Fairbanks, AK 99701
907-459-2051

Elihu Foundation

The Elihu Foundation is dedicated to the empowerment of women, minorities, and Alaska Natives through

advocacy, social relief, and economic development. Funding priorities include community economic development and community-based social relief and human services. Eligible applicants are individuals, nonprofit organizations, and community organizations. Three types of grants are available: (1) long-term projects that establish much-needed new institutions and activities within the context of existing communities (funding is annual but commitments will be for 3 to 5 years); (2) single grants to organizations facing short-term challenges, or to extend the period of grants in the first category by an additional year; and (3) awards to individuals who have made significant impacts in their communities.

Elihu Foundation
c/o McKenna, Storer, Rowe, White & Farrug
200 North LaSalle Street, Suite 3000
Chicago, IL 60601-1083
312-558-3900

Exxon Corporate Contributions Program

Exxon's Corporate Contributions Program supports projects addressing culture and the arts, social services, youth services, drug abuse, leadership development, wildlife, equal rights, and many other issues. Giving is primarily in locations where the company has operations, employees, and retirees. Applications are accepted throughout the year. Exxon does not fund political or religious causes, endowments, or operating support for organizations funded by the United Way.

Exxon Corporate Contributions Program
5959 Las Colinas Boulevard
Irving, TX 75039-2298
Fax: 972-444-1405
World Wide Web:
<http://www.exxon.com/exxoncorp/community/grants.html>

W. K. Kellogg Foundation

The foundation's programming in youth and education supports projects that nurture youth within the context of their communities, that will lead to long-term systemic change, that involve broad collaboration, and that emphasize prevention and early intervention over remediation.

W. K. Kellogg Foundation
One Michigan Avenue East
Battle Creek, MI 49017-4058
616-968-1611
World Wide Web: <http://www.wkcf.org>

The Kresge Foundation

The foundation provides matching grants for capital campaigns for acquiring real estate, construction or renovation of facilities, and purchasing major equipment. Tax-exempt, charitable organizations in fields such as human services, health care, and the arts may apply.

The Kresge Foundation
3251 Big Beaver Road
Troy, MI 48084
248-643-9630

Lannan Foundation

The Lannan Foundation's Indigenous Communities Program offers grants nationwide to federally recognized tribes or Native American-run 501(c)(3) nonprofit organizations to implement programs for language and cultural preservation, legal rights, environmental protection, and economic development.

Lannan Foundation
313 Read Street
Santa Fe, NM 87501
888-221-3133

Ronald McDonald House Charities

Nonprofit tax-exempt organizations of any size may apply for grants from the Ronald McDonald House Charities if they operate programs that directly benefit children and meet certain other criteria. Grants are awarded in three categories: health care, education and the arts, and civic and social services. Local programs are reviewed by local Ronald McDonald House Charities organizations.

Ronald McDonald House Charities
Kroc Drive
Oakbrook, IL 60521
World Wide Web:
<http://www.mcdonalds.com/community/rmhc/grants/index.html>

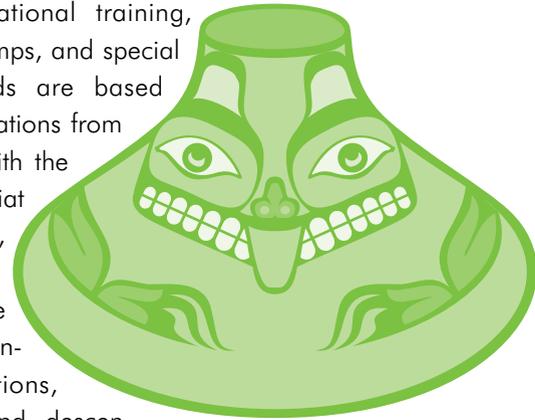
Charles Stewart Mott Foundation

The goal of the foundation's poverty initiative is to improve life for children, youth, and families. In support of this goal, it funds projects that build communities, strengthen families, improve education, expand economic opportunity, or that are crosscutting initiatives. Grants will not be considered for local projects unless they are part of a national demonstration.

Charles Stewart Mott Foundation
1200 Mott Foundation Building
Flint, MI 48502-1851
810-238-5651
World Wide Web: <http://www.mott.org>

Robert Aqqaluk Newlin, Sr. Memorial Trust

The trust promotes Inupiat Ilitqusiak cultural values and language preservation through post-secondary education, vocational training, conferences, camps, and special projects. Awards are based on recommendations from those familiar with the applicant's Inupiat cultural activities, values, and financial need. Eligible applicants are non-profit organizations, shareholders, and descendants of shareholders within the Nana corporate region.



Robert Aqqaluk Newlin, Sr. Memorial Trust
P.O. Box 509
Kotzebue, AK 99752
907-442-3301 or 800-478-3301

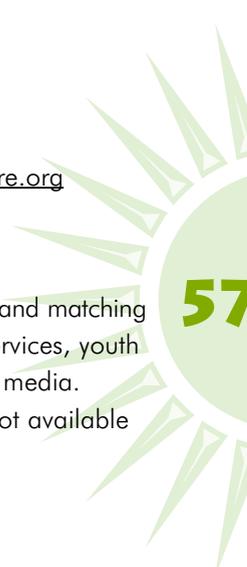
Public Welfare Foundation

The foundation is dedicated to supporting organizations that provide services to disadvantaged populations. The foundation will support the adaptation of successful programs into new locations. Among its specific funding interests are youth empowerment and leadership development, and youth violence prevention.

Public Welfare Foundation
2600 Virginia Avenue, NW, Suite 505
Washington, DC 20037-1977
202-965-1800
World Wide Web: <http://www.publicwelfare.org>

Rasmuson Foundation

The foundation supports capital campaigns and matching funds in the areas of recreation, human services, youth services, health care, arts/culture, and the media. Giving is primarily in Alaska. Grants are not available for operating funds.



Rasmuson Foundation
c/o National Bank of Alaska
P.O. Box 100600
Anchorage, AK 99510
907-265-2908

Sealaska Heritage Foundation

The foundation provides scholarships for shareholders or direct descendants of the Sealaska Corporation.

Sealaska Heritage Foundation
One Sealaska Plaza, Suite 201
Juneau, AK 99801
907-463-4844

Spirits of the Land Foundation

The foundation's Tribal Governments Initiative provides three to five annual grants to federally recognized tribes and nations for costs associated with government services such as health, education, and housing. Eligible grant uses include land acquisition, construction, and personnel.

Spirits of the Land Foundation
3126 South Boulevard, #324
Edmond, OK 73013
405-348-1465
World Wide Web: <http://greatspirit.earth.com>

ALASKA NATIVE CLAIMS SETTLEMENT ACT REGIONAL CORPORATIONS

Under the *Alaska Native Claims Settlement Act*, Native lands were titled to 13 regional and 200 local village corporations chartered under Alaska state law. The regional corporations perform proprietary and profit-making functions on behalf of Native Alaskans. Whether or not they operate a foundation, the corporations may be useful sources of funding information, technical assistance, or direct financial or in-kind support for a Boys & Girls Club. Foundations associated with some of these regional corporations were previously listed in this chapter.

Ahtna, Inc.
P.O. Box 649
Glennailen, AK 99588
907-822-3476

Aleut Corporation
4000 Old Seward Highway, Suite 300
Anchorage, AK 99503
907-561-4300

Arctic Slope Regional Corporation
P.O. Box 129
Barrow, AK 99723
907-852-8633

Bering Straits Native Corporation
P.O. Box 1008
Nome, AK 99762
907-443-5252

Bristol Bay Native Corporation
P.O. Box 3310
Dillingham, AK 99576
907-842-5257

Calista Corporation
601 W. 5th Avenue, Suite 200
Anchorage, AK 99501-2225
907-276-5516

Chugach Alaska Corporation
560 E. 34th Avenue, Suite 200
Anchorage, AK 99503-4196
907-563-8866

Cook Inlet Region, Inc.
P.O. Box 93330
Anchorage, AK 99509
907-274-8638

Doyon, Ltd.
Doyon Building
201 First Avenue
Fairbanks, AK 99701
907-452-4755

Koniag, Inc.
4300 B Street, Suite 407
Anchorage, AK 99503
907-561-2668

Nana Corporation
1001 East Benson Boulevard
Anchorage, AK 99508
907-265-4100

Sealaska Corporation
One Sealaska Plaza, Suite 400
Juneau, AK 99801
907-586-1512

The Thirteenth Regional Corporation
631 Strander Boulevard, Suite B
Seattle, Washington 98188
206-575-6229



PART 4:

**PROFILES OF
BOYS & GIRLS CLUBS
SERVING RURAL
AND NATIVE ALASKA**

PART 4:

PROFILES OF BOYS & GIRLS CLUBS SERVING RURAL AND NATIVE ALASKA

INTRODUCTION

The profiles of Alaskan Clubs featured in this section, illustrate the variety of ways in which Boys & Girls Clubs can work in rural and native Alaska. The Clubs differ in their relationships with their village or tribe, housing agency, and other community organizations, and in their geographic, economic, and social characteristics. With one exception, these Clubs are still young in their development, but strong in their desire to build better futures for their young people.

THESE CLUBS ARE STRONG IN THEIR DESIRE TO BUILD BETTER FUTURES FOR THEIR YOUNG PEOPLE.

TYONEK BOYS & GIRLS CLUB

Tyonek, AK

Tyonek, which means “little chief,” is a rural village of 130-150 Athabascan Indians. Village residents call themselves Tebughna, which means “beach people.” Tyonek, about 40 miles from Anchorage on the shores of Cook Inlet, is accessible only by airplane and barge.

The Tyonek Boys & Girls Club began thanks to the efforts of concerned parents who were looking for a safe, fun place for their children in 1993. An initial group of six volunteers really helped make the Club happen. The volunteers worked originally to start the Club under the umbrella of the Kenai Boys & Girls Club. The Club also worked with the Cook Inlet Housing Authority to apply for a HUD Public and Indian Housing Drug Elimination Grant. The Club and the housing authority have developed a positive working relationship, and the housing authority has generously agreed to provide annual financial support for the Club with funds from its NAHASDA block grant.

In 1995, a VISTA volunteer came to Tyonek and helped the fledgling Club establish a more formal relationship with the Boys & Girls Clubs of Greater Anchorage, with whom Tyonek is still affiliated. Representatives from the Boys & Girls Clubs of Greater Anchorage have made a concerted effort to listen to the Tyonek community and

respect their opinions about the services needed. The VISTA volunteer, Lisa Stevenson, eventually became the Club’s Branch Manager and

is now an assistant director with the Alaska Statewide Expansion Office. As an outsider, she had to gain the trust of community residents. The difference came, she says, as “the tribe saw the change in the kids. Parents say the attitudes of their children are more positive. They see the success and then they are drawn to the program. The Club is geared toward what the community wanted.”

The Club has made a difference in the community. According to Emil McCord, the Club’s first Unit Manager, “There was a feeling of hope when the Club opened. The kids had something that really belonged to them.” Club members contribute to the community in many ways. Club members volunteer as reading and math tutors at the school, help run a fundraising carnival for the church, assist elders in the village, and plan and operate the youth subsistence camp when Tyonek is the host. Two teen aides work part-time in the Club teaching arts and crafts, playing with the younger children, and helping clean up. For one of the aides, her work helped her realize how her efforts made her a role model to her younger sister and other young Club members.

In addition to sports and Boys & Girls Clubs of America programs, the Club supports a number of cultural programs, such as Native Youth Olympics training, beading, a talking circle, and a drum group. Club members built their drum themselves from a cottonwood tree,

and now perform proudly for Tyonek visitors and in other villages. An annual highlight for Club members is the traditional fishing subsistence camp with other area villages. Youth learn the salmon fishing techniques of their ancestors and dry the fish for distribution to the elders in the camp's host village.



Happy campers relax after a swim!

The Club started in a 1,200-square foot building owned by the village. The local school allows the Club to use its gym and outdoor fields. That building served the Club well to start-up, but became crowded with donated equipment and its many members. Every youth in the village is a Club member.

To help provide more space, the Tyonek Traditional Council donated a bigger building for the Club a few years ago. While it had no funds budgeted for renovation, the Club renovated the building with donations of supplies and labor from Cook Inlet Housing Authority residents. In addition, a group of missionaries from Mississippi traveled to Tyonek for three summers to complete critical tasks such as reinforcing the ceiling and installing new floors. Enthusiastically, with assistance from AmeriCorps volunteers, the Club moved into its new home in Spring 1999.

Contact Information:

Unit Manager
Tyonek Boys & Girls Club
P.O. Box 82012
Tyonek, AK 99682
Phone: 907-583-2005

KATMAI BOYS & GIRLS CLUB

Naknek, AK

The doors of the Katmai Boys & Girls Club first opened in April 1998 in the Naknek Civic Center building, which is operated by the Naknek Village Council. The Club, a unit of the Boys & Girls Clubs of Greater Anchorage, serves three communities in the area with a combined population of more than 1,000 people. Naknek, the original Club location, is separated from South Naknek by the mile-wide Naknek River, and from King Salmon by 5 miles of road. More than 45,000 visitors pass through King Salmon each year on their way to the Katmai National Monument, for which the Boys & Girls Club is named.

The Club's home is the Naknek Civic Center, a building with 1,100 square feet of space that is shared between the Club, bingo, the tribal health service, and other community functions. Among the Club's 180 members, the most successful programs are summer softball, the Ultimate Journey, summer day camp, basketball camp, and swimming. "The kids are having fun and they're safe," says one teenage Club member from Naknek. "Hanging out and playing ball is more fun than getting in trouble."

Many organizations in the community provide valuable support to the Boys & Club. The Sockeye Swim League developed a program to promote recreational swimming,



Learning to read.

water safety, and competitive swimming for Club members. A representative from the Bristol Bay Borough Police teaches a popular crafts class once week. The Alaska Department of Social Services provides anti-drug and alcohol programs. Other supporters include the

Bristol Bay Borough School District, Camai Health Clinic, the local Suicide Prevention Program, the Bristol Bay Borough government, and local churches.

As the Club has gotten started, donations from local airlines have been very helpful in transporting youth between the communities. However, transportation of South Naknek youth across the river to the Club in Naknek remains a challenge. Other challenges include filling vacant jobs at the Club, publicizing Club events (the three communities lack a local newspaper), and sharing space at the Civic Center. The Club's biggest strength is parent support and volunteer participation. "Your Club will be successful if you have adults there that care, even if you don't have a dime," says April Pruitt, Unit Director.

The Katmai Boys & Girls Club is just the beginning of a strategy to serve the youth of Naknek, South Naknek, and King Salmon. Katmai plans to open a sub-unit in King Salmon in the year 2000 at the World War II-era King Salmon Air Force Base, which was closed in 1993. In South Naknek, an old elementary school is being remodeled so that Club extension services can be provided there.

Contact Information:

Unit Manager
Katmai Boys & Girls Club
P.O. Box 230
Naknek, AK 99633
Phone: 907-246-6010

BOYS & GIRLS CLUB OF NEW STUYAHOK

New Stuyahok, AK

The Yupik Eskimo village of New Stuyahok is located on the Nushagak River in western Alaska, more than 50 miles east of Dillingham. The village is home to approximately 450 people, many of whom fish and hunt for their food. Most of the village relocates every summer to fishing camps.

The village opened a Boys & Girls Club as a unit of the Boys & Girls Clubs of Greater Anchorage in March 1998. Before the Club opened, the community lacked options for village youth in the after school hours, particularly for those not interested in sports. Many kids with working parents were home alone after school.

More than 100 Club members meet in a tribal building. The Club currently shares space with a wellness program, bingo, and higher education counseling. To create a space of its own, the Club is working with the tribal administrator on a grant proposal for a new facility.



New Stuyahok traditional dancers.

Among the cultural activities enjoyed by Club members are learning to sew a traditional Eskimo coat, a Kuspuq, and to make Agutuk, a traditional Eskimo ice cream. In the future, the Club plans to develop a junior Native Youth Olympics program, utilizing senior youth athletes as coaches for younger members. It also plans to operate a water safety program in the summer and rekindle the community's subsistence camp program.

Contact Information:

Unit Manager
Boys & Girls Club of New Stuyahok
P.O. Box 78
New Stuyahok, AK 99636
Phone: 907-693-3010

BOYS & GIRLS CLUB OF DILLINGHAM

Dillingham, AK

A testimony to perseverance and hard work, the community of Dillingham spent two and a half years opening their Club. Dillingham is located on the north end of Bristol Bay in southwestern Alaska, 330 miles from Anchorage. It is home to over 2,200 residents, over half of whom are Alaska Natives of Eskimo, Aleut, and Indian heritage. The city is the economic and transportation center for western Bristol Bay. Many residents rely on subsistence activities such as trapping, fishing, and berry harvesting.

The Club opened in August 1998 in a 750-square foot apartment outside of town renovated by the Bristol Bay Housing Authority. To celebrate, the Club hosted a grand opening ceremony and potluck dinner in February 1999. Drummers from the Clubs in Tyonek and New Stuyahok proudly provided the entertainment. The Club is grateful for the space provided by the housing authority, but due to its limited capacity, is continuing to search for opportunities to expand.

Approximately 115 youth are involved in Club activities, but staff hope to attract more teens. To do so, the Club has set aside one room for teens to have a separate space from the younger children.

The Boys & Girls Club of Dillingham is a unit of the Boys & Girls Clubs of Greater Anchorage. It is supported financially by the Bristol Bay Housing Authority (NAHASDA funds and Public and Indian Housing Drug Elimination Program grant funds), Boys & Girls Clubs of America, and local donations. The Club's Advisory Committee has been very active in fundraising. It recently solicited a donation from Rab Energy Alaska, Inc., and conducted a raffle for a cord of wood, which raised \$600. The firewood raffle was so successful that the Club is planning another one, this time to be coordinated by teen Club members.

The Club has a computer lab with six Internet access computers, where community volunteers provide tutoring after school. The Club provides free check-out of hockey equipment to Club members, allowing them to participate in the Dillingham Hockey Association program. Arts, crafts, and games are also popular activities. A "snack shack" program purchases and sells healthy snacks to members and uses the profits to fund activities chosen by the youth. In partnership with the Bristol Bay Health Corporation and the Curyung Tribe, the Club plans to sponsor a subsistence camp.

Contact Information:

Unit Manager
Boys & Girls Club of Dillingham
P.O. Box 50
Dillingham, AK 99576
Phone: 907-842-3535

SELDOVIA BOYS & GIRLS CLUB

Seldovia, AK

The Village of Seldovia, home to more than 280 people, is located on the Southern tip of the Kenai Peninsula on the shore of Kachemak Bay. Approximately 15 percent of the residents are Alaska Natives, primarily Dena'ina Indians and Sugpiaq Eskimo.

The idea for the Seldovia Boys & Girls Club started in 1997, when the Seldovia Tenant Council approached the Boys & Girls Club of the Kenai Peninsula and the U.S. Department of Housing and Urban Development in Anchorage about applying for a HUD Public and Indian Housing Drug Elimination Grant.

A small group of interested residents believed that a Boys & Girls Club would benefit the community. They formed an advisory committee to investigate the possibility. The Committee met with the local school, health clinic, native association, and housing authority to build support for a Club, and catalogued existing funding resources in the community that might be used to develop a Club. Seldovia's decision to become a unit of the Boys & Girls Club of the Kenai Peninsula was not easy, but they feel that it helps reduce their administrative and accounting costs.

Many organizations in the community have come forward to support the Club as a safe, fun place for their youth. The Cook Inlet Housing Authority, working in conjunction with the Seldovia Tenant Council, provides grant support. The Club works closely with the Seldovia Village Tribe and the local school to ensure that youth programs are not duplicated. Some of the Village's leaders sit on the Club's Advisory Board, further strengthening the bond between the Club and the Village. The South Kachemak, Inc. Alcoholism Program coordinates drug and alcohol prevention programming throughout the community, including the Club.

Contact Information:

Unit Manager
Seldovia Boys & Girls Club
P.O. Box 191
Seldovia, AK 99663
Phone: 907-283-2682



PART 5:

CONTACT INFORMATION

CONTACT INFORMATION IN PART 5:

- ▶ U.S. Department of Housing and Urban Development
Office of Native American Programs (ONAP)
- ▶ Boys & Girls Clubs of America
- ▶ Alaska Statewide Expansion Office
- ▶ Independent Boys & Girls Clubs and Unit Clubs
in Alaska
- ▶ Printed Resources Available

PART 5:

CONTACT INFORMATION

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT OFFICE OF NATIVE AMERICAN PROGRAMS (ONAP)

National ONAP

HUD Office of Native American Programs
1999 Broadway, Suite 3390
Denver, CO 80202
Phone: 303-675-1600

Washington, DC ONAP

HUD Office of Native American Programs
451 Seventh Street, NW, Room 4128
Washington, DC 20024
Phone: 202-401-7914

Alaska Region ONAP

Alaska Office of Native American Programs
949 East 36th Avenue, Suite 401
Anchorage, AK 99508-4399
Phone: 907-271-4644
TDD 907-271-4605

BOYS & GIRLS CLUBS OF AMERICA

National Headquarters

Boys & Girls Clubs of America
1230 West Peachtree Street, NW
Atlanta, GA 30309-3447
Phone: 404-815-5700
Fax: 404-815-5786

Government Relations Office

Office of Government Relations
Boys & Girls Clubs of America
600 Jefferson Plaza, Suite 401
Rockville, MD 20852
Phone: 301-251-6676
Fax: 301-294-3052

Pacific Regional Service Center

Boys & Girls Clubs of America
4201 Long Beach Boulevard, Suite 101
Long Beach, CA 90807
Phone: 562-981-8855
Fax: 562-981-8887

ALASKA STATEWIDE EXPANSION OFFICE

Boys & Girls Clubs of Greater Anchorage

Statewide Expansion Office
2300 W. 36th Avenue
Anchorage, AK 99517
Phone: 907-249-5481
Fax: 907-248-0047

Alaska Statewide Advisory Committee

Bruce Gazaway, Director
Statewide Expansion Office
2300 W. 36th Avenue
Anchorage, AK 99517
Phone: 907-249-5481
Fax: 907-248-0047

Steven Angasan
Bristol Bay Housing Authority
P.O. Box 635
King Salmon, AK 99613

Alvin (Dooner) Edenshaw
4630 East 9th Avenue
Anchorage, AK 99508

A. Debbie Fullenwider
CIRI
6545 Cimarron Circle
Anchorage, AK 99504

Eben Hopson, Jr.
P.O. Box 1232
Barrow, AK 99723

Representative Mary Kapsner
State Capital
Juneau, AK 99801-1182

Representative Reggie Joule
P.O. Box 673
Kotzebue, AK 99508

Don Lemieux
Alaska Native Health Board
4201 Tudor Center Drive, #105
Anchorage, AK 99508

Marsha Maroelli
Nome Community Center
P.O. Box 98
Nome, AK 99762

Annette Ulmer
Tlingit-Haida Regional Housing Authority
P.O. Box 32237
Juneau, AK 99803-2237

INDEPENDENT BOYS & GIRLS CLUBS AND UNIT CLUBS IN ALASKA

Boys & Girls Clubs of Greater Anchorage

2300 West 36th Avenue
Anchorage, AK 99517
Phone 907-249-5470
Fax: 907-248-0047
Chief Executive Officer, John Oates

Boys & Girls Club Dillingham Unit

P.O. Box 257
Dillingham, AK 99576
Phone: 907-842-3535
Fax: 907-842-3535

Boys & Girls Club Eagle River Unit

11700 Old Glen Highway
Eagle River, AK 99577
Phone: 907-694-5437
Fax: 907-694-5437

Boys & Girls Club Katmai Unit

P.O. Box 230
Naknek, AK 99633
Phone: 907-246-6010
Fax: 907-246-6010

Boys & Girls Club Mountain View Unit

315 Price Street
Anchorage, AK 99508
Phone: 907-297-5437
Fax: 907-297-5432

Boys & Girls Club New Stuyahok Unit

P.O. Box 78
New Stuyahok, AK 99636
Phone: 907-693-3010
Fax: 907-693-3010

Boys & Girls Club Tyonek Extension

P.O. Box 82012
Tyonek, AK 99682
Phone: 907-583-2582
Fax: 907-583-2269

Boys & Girls Club Woodland Park Unit

2300 West 36th Anchorage
Anchorage, AK 99717
Phone: 907-249-5416
Fax: 907-248-0047

The Boys & Girls Clubs of the Tanana Valley

800 Cushman Street, Suite 2
Fairbanks, AK 99701
Phone: 907-457-5223
Fax: 907-457-5224
Executive Director, Jennifer Nehlsen

Fairbanks Youth Center

800 Cushman Street, Suite 2
Fairbanks, AK 99701
Phone: 907-457-5223
Fax: 907-457-5224

North Pole Youth Center

3340 Badger Road, Suite 201
North Pole, AK 99705
Phone: 907-488-7838
Fax: 907-457-5224

Boys & Girls Clubs of the Kenai Peninsula

P.O. Box 2221
Kenai, AK 99611
Phone 907-283-2682
Fax 907-283-8190
Executive Director, Suzanne Little

Boys & Girls Club Homer Unit

P.O. Box 2570
Homer, AK 99603
Phone: 907-235-2772

Boys & Girls Club Kenai Unit

P.O. Box 2221
Kenai, AK 99611
Phone: 907-283-2682
Fax: 907-283-8190

Boys & Girls Club Seldovia Unit

P.O. Box 191
Seldovia, AK 99663
Phone: 907-234-7577
Fax: 907-234-7579

Boys & Girls Club Soldotna Unit

P.O. Box 2221
Kenai, AK 99601
Phone: 907-283-2682
Fax: 907-283-8190

PRINTED RESOURCES AVAILABLE

Boys & Girls Clubs of America Publications

Contact the Boys & Girls Clubs of America National Supply Service at 404-487-5701 to order one of the following publications or to request a copy of their complete Publications & Resource Listing.

- ▶ *Board Members Reference Guide*: This practical guide provides good advice, excellent tools, and the keys to developing successful board membership. Handy forms and checklists are included to help develop a successful local leadership team.
- ▶ *Commitment to Quality: A Process for Evaluating and Improving Core Programs*: Provides Boys & Girls Clubs with a concrete, practical program planning and management tool for assessing the effectiveness of their programs and practices,

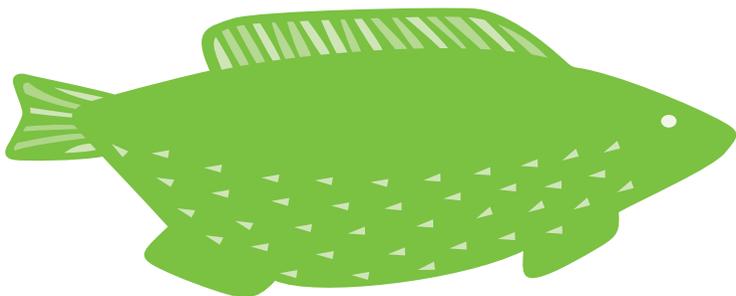
addressing areas of need, and maximizing their ability to serve young people. Copies of Commitment to Quality are sent free of charge to Clubs each year.

- ▶ *Connections: The Voice of the Boys & Girls Club Movement*: Connections is a magazine published quarterly by Boys & Girls Clubs of America. Its articles focus on Boys & Girls Clubs nationwide including: special events; national initiatives; accomplishments of involved youth, staff, volunteers, private and public partners, and other people; professional development, conferences, and trainings; and featured special issues. It is distributed without charge to executive directors and presidents of Member Clubs, Associate Clubs, and Professional Clubs as a service of their membership. It is also available by subscription for \$10 per year. Single copy price is \$3.00.



- ▶ *Program Basics: The Definitive Program Resource for Boys & Girls Clubs*: Program Basics is the primary program planning resource for all professionals and volunteers in the Boys & Girls Club Movement. The manual introduces the program fundamentals upon which the Movement is based and explains how these fundamentals are applied to planning the annual and daily programs. Board and advisory Committee members will find it to be an excellent orientation to the Boys & Girls Clubs program. Executive and management professionals will find it to be an invaluable tool for orienting staff, volunteers, and board members to the Boys & Girls Program. In addition, Program Basics is a comprehensive resource for interpreting Boys & Girls Clubs to other organizations, corporations, foundations, and individuals. Youth Development Professionals will rely on this as their “basic training” for implementing programs that not only have a positive impact on young people’s lives today, but will also have a positive influence on successive generations.

- ▶ *Saving Lives: Measuring the Impact of Boys & Girls Clubs*: This dynamic publication features the results of six independent studies that dramatically demonstrate the impact of the Boys & Girls Club experience on youth. Included is the 1999 Boys & Girls Club Alumni Survey conducted by Louis Harris & Associates.



- ▶ *SMART (Skills Mastery and Resistance Training) Moves Manual: Manual 2* provides the most current information on Boys & Girls Clubs' alcohol, tobacco, drugs, and pregnancy prevention program. It's user friendly format includes comprehensive materials on substance abuse, teen sexuality, evaluation tools, activities, resources, and is designed to help children ages 6-15 make wise choices.
- ▶ *SMART Moves Operators Guide: Manual 1* is an implementation guide available for administrators.
- ▶ *Tools for Inspiring and Enabling Young People to Realize Their Full Potential....our National Programs*: This colorful and inspirational brochure presents an excellent overview of Boys & Girls Club of America's extensive national program offerings. It describes more than 30 national programs available to help you meet the needs of your Club members, their families, and your community.
- ▶ *Youth Development Outcome Measurement Tool Kit*: Helps Boys & Girls Clubs collect and analyze information about whether they are making a significant and positive difference in members' lives. The Tool Kit contains general guidelines for program evaluation, carefully designed youth survey instruments to assess achievement, and instructions for sample selection, survey administration and scoring and analysis of collected data.

- ▶ *Youth Development: The Foundation for the Future*: A colorful brochure that briefly describes Boys & Girls Clubs' clearly defined Youth Development Outcomes, Youth Development Strategy, Core Programs, and Core Characteristics.

U.S. Department of Housing and Urban Development Publications

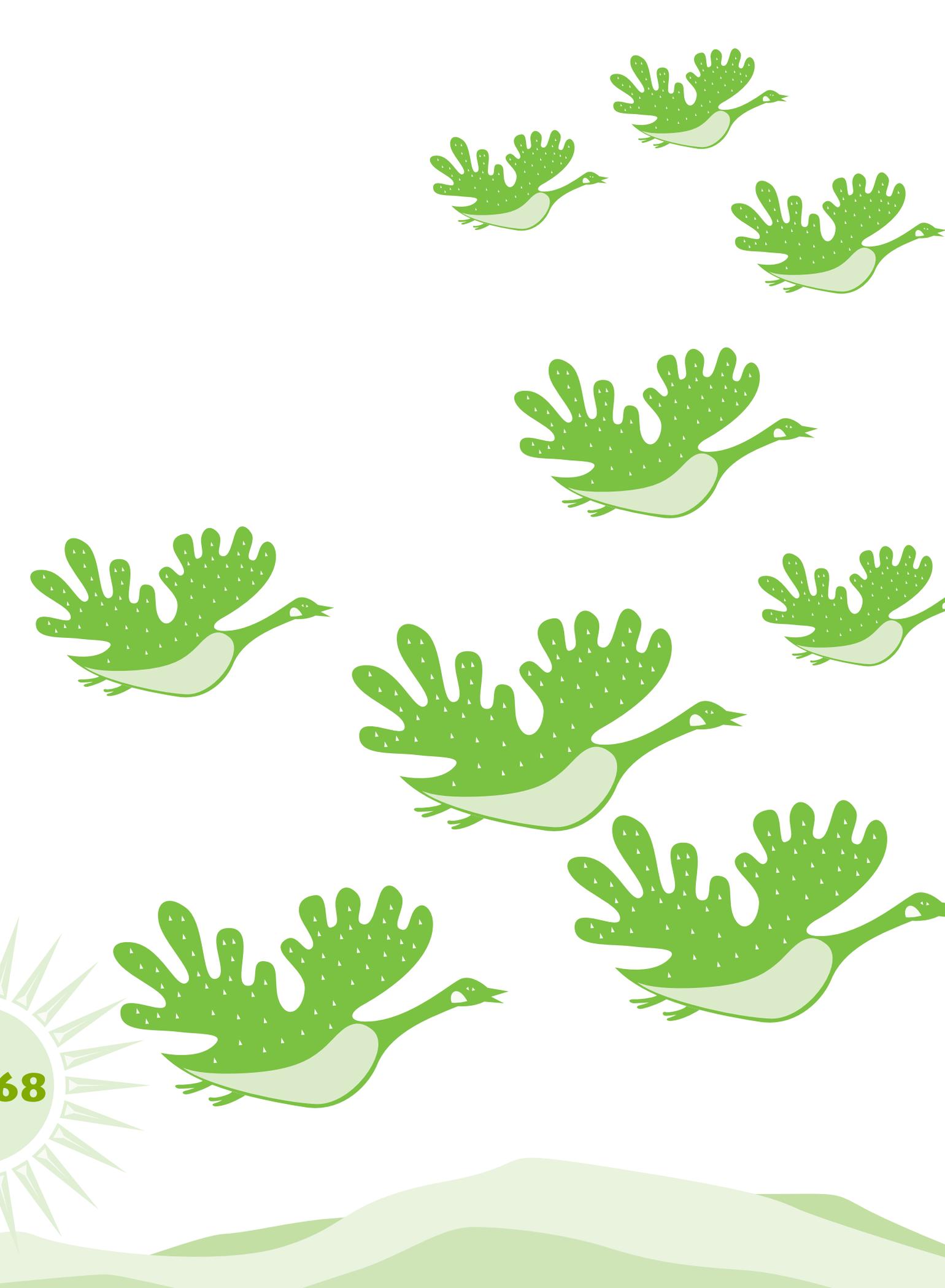
Contact the HUD /ONAP Boys & Girls Club Initiative at 1-800-865-0964 to request a copy of the following publications or to receive additional information about the HUD/ONAP Boys & Girls Club Initiative.

- ▶ *A Safe Haven for Youth: Boys & Girls Clubs in Public Housing Communities, Fall, 1999*: This publication profiles the establishment of Boys & Girls Clubs within eight public housing communities. Selected sites represent communities located in some of the largest public housing communities and some within the smallest. It explores the issues related to the development and on-going implementation of these specific Clubs.
- ▶ *Club Notes*: This whimsical interactive publication shares interesting facts about other Clubs in Indian Country and is particularly popular with children. The newsletter for Native Youth is published several times a year and is sent free of charge to member Clubs. The newsletter can be used as an excellent marketing tool.
- ▶ Fact Sheets available on the following topics: *Boys and Girls Clubs Implementation Training Initiative*; *Public Housing Drug Elimination Program (PHDEP)*; *Public and Indian Housing Drug Elimination Program Technical Assistance (DEPTA)*; and *Resident Opportunities and Self-Sufficiency Program (ROSS)*.
- ▶ *Forging a New Path: A Guide To Starting Boys & Girls Clubs in Indian Country, Revised 1999*: This "how to" guide describes how the Boys & Girls Clubs' proven prevention model can be used in Indian Country to promote education, healthy lifestyles, cultural enrichment, and leadership development. The guide demonstrates how Native American and Native Alaskan communities are successfully adapting the Boys & Girls Club model to reflect their own diverse and rich cultural traditions.

- ▶ *Nurturing the Seventh Generation: Resources for Native American Youth Development, Fall 1999:* This directory serves as a starting point to link Native American youth, their families, youth workers, mentors, educators, and youth policy-makers with a range of information and funding sources.
- ▶ *Strengthening Native Community Commitment Through Mentoring Guidebook, Fall 1999:* This training guidebook will help you design a suitable community mentoring program that will strengthen the community while awakening the gifts held within each young person. It includes the tools needed to begin, maintain, and evaluate quality mentoring programs for youth.
- ▶ *Strong In Spirit: Rising to the Challenge of Welfare Reform in Indian Country, Fall 1999:* This guidebook begins to discuss how welfare reform at the Federal, State, and tribal levels affects Native Americans and offers suggestions of funding and information sources.

- ▶ *Transforming Dreams Into Dollars: Introduction to Fundraising for Tribes and Tribally Designated Housing Entities, Fall 1999:* Regardless of the size of your budget, administrative structure, or level of expertise, this guide will help your organization take the steps necessary to discover what funding strategies and sources will work for you.
- ▶ *Understanding and Using Youth Development Concepts, Fall 1999:* This guide is designed to acquaint American Indian and Alaska Native youth workers, teachers, social workers, other professionals, community members, and parents with general theories and discussions about youth development. It is written to promote a greater understanding of the youth development process and help Native communities develop a positive vision for youth, while integrating tribal beliefs, knowledge, skills, celebrations and practices.







PART 6:

SAMPLE MATERIALS

SAMPLE MATERIALS IN PART 6:

- ▶ Sample Articles of Incorporation of a Native American Boys & Girls Club
- ▶ Sample Bylaws of a Native American Boys & Girls Club
- ▶ Sample Memorandum of Agreement (Dillingham)
- ▶ Sample Memorandum of Agreement (Mountain Village)
- ▶ Establishing a Boys & Girls Club in Your Community: A Planning Guide
- ▶ Sample Budget for a Small Club
- ▶ Sample Budget for a Medium Club
- ▶ Job Descriptions for Five Club Positions
- ▶ Starting a New Club: Initial Checklist of Important Things to Do
- ▶ Community Handout: Opening an Extension or Unit Boys & Girls Club in Rural and Native Alaska
- ▶ Sample Community Contact Report
- ▶ Suggested Items for a New Clubhouse
- ▶ Job Description: Advisory Committee Member
- ▶ Advisory Committee Guidelines

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SAMPLE ARTICLES OF INCORPORATION OF A NATIVE AMERICAN BOYS & GIRLS CLUB

ARTICLE I. NAME

The name of the Corporation shall be "Boys & Girls Club of ____."

ARTICLE II. PURPOSE

Section 1. The purpose of the Corporation shall be to provide guidance and to promote the health, social, educational, vocational, character, and cultural development of boys and girls, without regard to race, color, creed, or national origin, and to operate one or more Club sites for program activities and services.

Section 2. The Corporation is organized exclusively for charitable, educational, religious, or scientific purposes within the meaning of section 501(c)(3) of the Internal Revenue Code. The Corporation shall have no capital stock, its object and purpose being solely of a benevolent character, and not for individual pecuniary gain or profit to its members.

Section 3. The beginning date of the Corporation will be on the date of acceptance by the Secretary of State with review on a yearly basis at the annual meeting in January until the year 2025.

ARTICLE III. BOARD OF DIRECTORS

Section 1. Any adult of the _____ reservation or surrounding communities may become a member of the Board of Directors of the Corporation, providing that no conflict of interest exists. The Board shall consist of at least ___ members but no more than ___, one of which must be a Tribal Governing Board member.

Section 2. The business, property, and affairs of the Corporation shall be managed by the Board of Directors, which shall have the power to: initiate and approve plans and programs for the welfare of Boys & Girls Club members; have management of the land, buildings, equipment, securities, and all other properties of the Corporation; adopt the annual budget of the Corporation; borrow money, raise and disburse funds, invest and reinvest funds of the Corporation; make contracts; appoint the Executive Director and appoint or delegate the power to appoint other employees of the Corporation; perform all other duties and have such other powers as may be necessary to carry out the purpose of the Corporation.

Section 3. The number of members of the Board of Directors who shall be members of the Corporation shall be fixed by the members of the Corporation at their first meeting, and this number may be changed at any annual meeting; provided, however, there shall not be less than _____ members of the Board of Directors for more than 60 days, exclusive of any officers of the Corporation who may be ex-officio members of the Board of Directors.

Section 4. At the first meeting of the members of the Corporation, one-third of the members of the Board of Directors shall be elected for 1 year, one-third for 2 years, and one-third for 3 years, from among the members of the Corporation. At each annual meeting thereafter, one-third of the number of directors shall be elected for 3-year terms. If the number of the members of the Board of Directors is increased at any annual meeting, the additional members shall be adjusted, as may be necessary to provide an equal number serving 1, 2, and 3-year terms.

Section 5. The Board of Directors shall have the power to fill vacancies in its own membership. Such new members shall hold office until the next annual meeting of the members of the Corporation.

Section 6. The Registered Agent in _____ shall be the Chairperson of the Board of Directors. The present Chairperson is _____.

ARTICLE IV. OFFICERS

Section 1. The officers of the Corporation shall be a Chairperson, one or more Vice-Chairpersons, a Treasurer, and a Secretary, who shall be elected annually by the Board of Directors. All officers shall serve for 1 year or until their successors are elected.

Section 2. The Board of Directors shall have the power to fill vacancies among the officers at any time and officers so elected to fill vacancies shall serve until the next annual meeting of the Board or until their successors are elected.

ARTICLE V. ANNUAL MEETINGS

Section 1. The annual meeting of the Board of Directors of the Corporation shall be held in January of each year, at a time and place to be fixed by the Board of Directors for the purpose of receiving reports of officers, committees, and the executive director; to elect members of the Board of Directors; to increase/decrease the number of Board members; and to act on any other matters that may properly come before the annual meeting. Notices of such a meeting shall be mailed by the secretary to the members of the Corporation at least 30 days before the date of the meeting.

ARTICLE VI. BYLAWS

The Board of Directors shall have the power to adopt bylaws regulating the affairs and prescribing the duties of the officers and executive director of the Corporation, which shall be consistent with this constitution. The following are the Board of Directors' names and complete addresses:

Chairperson:

Vice-Chair:

Treasurer:

Secretary:

Members:

ARTICLE VII. USE OF ASSETS ON DISSOLUTION AND USE OF INCOME

Section 1. Upon the dissolution of the Corporation, the Board of Directors shall (after paying or making provisions for the payment of all the liabilities of the Corporation) dispose of all of the assets of the Corporation exclusively for the purpose of the Corporation in such a manner or to such organization or organizations organized and operated exclusively for charitable, educational, religious, or scientific purposes and shall at the time qualify as an exempt organization or 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 Directors shall determine. Any such assets not so disposed of shall be disposed of by the Court of Common Pleas of the county in which the principal office of the corporation is then located, exclusively for such purposes or to such organization or organizations, as said court shall determine, which are organized and operated exclusively for such purposes.

Section 2. In the event of a dispute or disagreement, or other inability to act, the assets shall be disposed of by the _____ Tribal Court, in which jurisdiction the principal office of the Corporation is located, exclusively for such purposes or to such organization or organizations as the court shall determine consistent with the provisions of Section 1 above.

ARTICLE VIII. AMENDMENTS

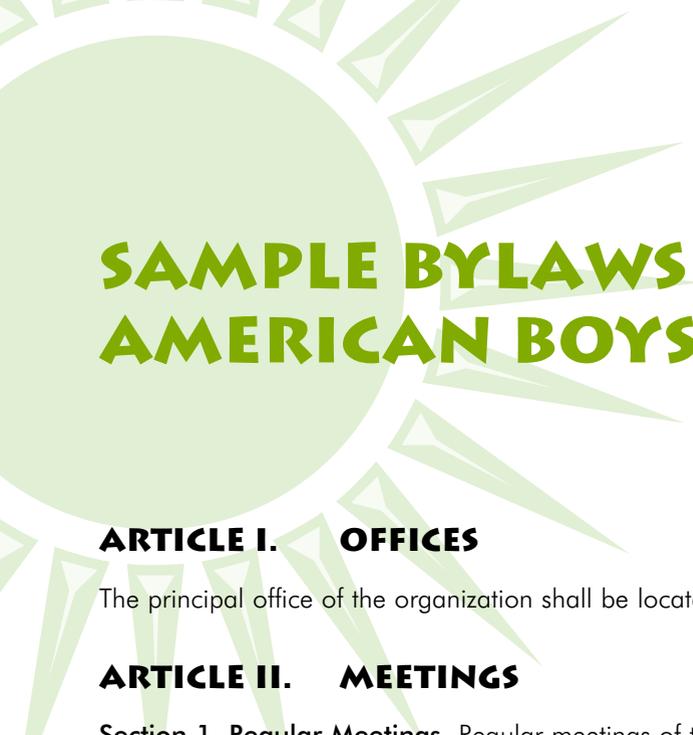
This constitution may be amended upon two-thirds vote of the members present and voting at any meeting of the Corporation; provided that a copy of the proposed amendment shall have been mailed to each member of the Corporation at least 30 days before the date of the meeting at which the proposed amendment is to be acted upon.

ARTICLE IX. EFFECTIVE DATE

This constitution shall become effective immediately upon adoption by two-thirds vote of the members of the Corporation present and voting.

The revised Articles of Incorporation were adopted on _____ and amended _____. The revised Articles supersede and take the place of the theretofore existing Articles of Incorporation and amendments thereto.

Secretary
Board of Directors
Boys & Girls Club of _____

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SAMPLE BYLAWS OF A NATIVE AMERICAN BOYS & GIRLS CLUB

ARTICLE I. OFFICES

The principal office of the organization shall be located within the ____ Reservation, ____.

ARTICLE II. MEETINGS

Section 1. Regular Meetings. Regular meetings of the Board of Directors shall be held monthly at such places and times as the Board shall designate.

Section 2. Special Meetings. Special meetings may be held at the call of the President or of one-third of the members of the Board, providing a notice of the time and purpose of the meeting is given to each member.

Section 3. Annual Meetings. The annual meeting of the members of the Board of Directors shall be held in January of each year, at a time and place to be fixed by the Board of Directors, for the purpose of receiving reports of officers, committees, and the Executive Director; to elect members of the Board of Directors and officers; and to act on any other matters that may properly come before the annual meeting. Notices of such a meeting shall be mailed by the Secretary to all members at least 30 days before the date of the meeting.

Section 4. Quorum. A quorum shall consist of the presence of a majority of the Board members. In the absence of a quorum, a majority of those present at the meeting may take an adjournment from time to time until a quorum is present.

Section 5. Manner of Acting. Any action or resolution before the Board requires a majority vote of the members present and voting. In the event of a tie vote, the Chair or Presiding Officer, acting in an ex-officio capacity, must cast the deciding vote.

ARTICLE III. BOARD OF DIRECTORS

Section 1. Number and Officers. The Board of Directors shall be comprised of [typically, 8 to 18] members. The Officers shall be a Chairperson, Vice Chairperson, and Secretary/Treasurer (which may be one or two positions as determined by the Board). The Chairperson shall be an ex-officio member of the Board during his/her respective term of office.

Section 2. Duties of Officers.

- A. Chairperson.** The Chairperson shall preside at all meetings of the Board; appoint the members of all committees and be an ex-officio member of all such committees; sign such papers as may be required by his/her office or as may be directed by the Board of Directors; make such reports and recommendations to the Board of Directors and to the members of the corporation at any regular or special meetings concerning the work and affairs of the corporation, as his/her judgment may be necessary for their information and guidance; request from the Treasurer, Secretary, and Executive Director such reports as in his/her judgment are necessary; and perform such other duties as may be incidental to the office.
- B. Vice-Chairperson.** The Vice-Chairperson(s), in the order named by the Board of Directors, shall perform the duties of the Chairperson in case of his/her absence, resignation, or inability to act.

- C. Secretary.** The Secretary shall issue in writing all notices of meetings of members of the corporation and Board of Directors; notify individuals elected to office or membership; keep complete records of the meetings of the members of the corporation and of the Board of Directors, including an accurate record of attendance of members; notify the Board development committee of persons dropped from membership for nonattendance or other cause; furnish the Board development committee with a list of officers and members of the Board of Directors whose terms shall expire at the next annual meeting; mail such other notices as may be directed by the Board of Directors; be custodian of all records of the corporation, except such records and papers as shall be kept by the Treasurer as herein provided; sign such papers as may be required by his/her office or as directed by the Board; and perform such other duties as may be incidental to the office.
- D. Treasurer.** The Treasurer shall receive all moneys of the Corporation and have custody thereof; deposit the funds of the corporation in one or more banks selected by the Board of Directors, to be disbursed in accordance with directions of, and upon the signatures of, persons designated by the Board of Directors; keep a full account of all moneys received and paid out and make such reports thereof to the Chairperson and Board of Directors as they may require; receive and have custody of all deeds, securities, notes, contracts, and other financial papers of the corporation and place them for safekeeping in the safe deposit vaults of a bank designated by the Board of Directors and under such rules of access as such Board of Directors shall determine; keep full account of all deeds, securities, notes, and financial papers of the corporation, make such reports thereof to the Chairperson and Board as they may require, cause the books of account of the corporation to be audited at least once annually by a public accountant; sign such papers as may be required by his/her office or as may be directed by the Board; and perform such other duties as may be incidental to the office. The Treasurer may be required by the Board to give such bonds as they shall determine for the faithful performance of his/her duties.

Section 3. Nominations and Elections. At least 30 days before the date of the annual meeting, the Secretary shall furnish the Board with names of members whose terms will expire at such annual meeting. The Board Development Committee will submit names of individuals who have expressed interest in assuming the responsibilities of Board membership. New members will be elected by secret ballot, after which the officers will be elected. The presiding Chairperson will accept nominations for Chairperson, and Board election by secret ballot will follow. After the Chair is seated, he/she will immediately accept nominations for Vice-Chair, who will then be elected by secret ballot. The Chair will then proceed similarly with the offices of Secretary and Treasurer.

Section 4. Vacancies. The Board of Directors may fill vacancies in its membership. Such new members shall hold office until the next annual meeting of the Board.

Section 5. Removal. Any member may be removed for cause on recommendation of the Board of Directors and by a two-thirds vote of the members present and voting at any meeting. Absence from three consecutive Board meetings is automatically determined cause for removal of a member. "Cause" shall be determined by the Board on a case by case basis.

Section 6. Conflict of Interest. No person may sit as a member of the Board if a conflict of interest exists. A conflict of interest exists if a member/candidate is employed by the Club or is either married to an employee, or is a member of the employee's immediate family (parent or sibling).

ARTICLE IV. COMMITTEES

Section 1. Standing Committees. There shall be the following standing committees of the Corporation; however, other committees may be developed as needed:

- ▶ Executive Committee; Board Development Committee; Finance and Fund Development; Human Resource Committee; Program Committee; Property Management Committee; Marketing and Communications; and Legal and Insurance Committee.

Section 2. Executive Committee. The Executive Committee shall consist of the officers of the Board, the Chairpersons of various standing committees, and other such members as may be deemed advisable. The committee meets on call between regular meetings of the Board of Directors and assumes such duties and powers as are delegated to it by the Board of Directors.

Section 3. Board Development Committee. The Board Development Committee shall consist of at least three members of the Board. It shall be the duty of the Board Development Committee to report a list of individuals who have expressed interest in assuming responsibilities of Board membership. The Board Development Committee shall be responsible for the recruitment of new Board members, suggest criteria for Board member election, and recognize Board members through an awards program. The Board Development Committee shall appoint a secretary from among its members who shall keep an accurate record of its meetings.

Section 4. Finance and Fund Development Committee. The Finance and Fund Development Committee shall consist of at least three members of the Board of Directors and shall include the treasurer. It shall be the duty of the Finance and Fund Development Committee to report and make recommendations to the Board of Directors concerning all the financial and fund raising affairs of the corporation. The Finance and Fund Development Committee shall appoint a secretary from among its members who shall keep an accurate record of its meetings.

Section 5. Human Resource Committee. The Human Resource Committee shall consist of at least five members, which includes the Executive Director. It shall be the duty of the Human Resource Committee to report and make recommendations to the Board of Directors concerning all matters of personnel. The Human Resources Committee shall appoint a secretary from among its members who shall keep an accurate record of its meetings.

Section 6. Program Committee. The Program Committee shall consist of at least three members of the Board of Directors. It shall be the duty of the Program Committee to report and make recommendations to the Board of Directors concerning the programs of the corporation, their relative healthfulness, safety, and adequacy of supervision. The Program Committee shall appoint a secretary from among its members who shall keep an accurate record of its meetings.

Section 7. Property Management Committee. The Property Management Committee shall consist of at least three members of the Board of Directors. It shall be the duty of the Property Management Committee to report and make recommendations to the Board concerning the maintenance of building(s) and other properties of the corporation, including the retention of adequate limits of property and casualty insurance and the provision of safety and loss prevention programs for the guidance of staff. The Property Management Committee shall appoint a secretary from among its members who shall keep an accurate record of its meetings.

Section 8. Marketing and Communications Committee. The Marketing and Communications Committee shall consist of at least three members of the Board. It shall be the duty of the Marketing and Communications Committee to report and make recommendations to the Board concerning all matters of public relations. The Marketing and Communications Committee shall appoint a secretary from among its members who shall keep an accurate record of its meetings.

Section 9. Legal and Insurance Committee. The Legal and Insurance Committee should be chaired by an attorney and shall handle all legal matters pertaining to Boys & Girls Club's operations, including compliance with local, state, and federal laws and regulations. This Committee, including the services of a competent insurance broker (who may not necessarily be a Board member), reviews the insurance portfolio of the Boys & Girls Club annually to determine that adequate limits of coverage are kept in force. It develops and gives Board leadership to a loss-prevention program to assure the safe and healthful operation of the Boys & Girls Club. The Legal and Insurance Committee shall appoint a secretary from among its members who shall keep an accurate record of its meetings.

ARTICLE V. EXECUTIVE DIRECTOR

Section 1. The Executive Director shall manage the affairs and direct the work and employees of the organization, subject to, and in accordance with, the directions of the Board of Directors; prepare budgets of expense for the approval of the

Finance and Development Committee; and be authorized to incur expenses in accordance with approved budget, or as directed by the Board of Directors.

Section 2. The Executive Director shall attend all meetings of the Board unless otherwise directed by the Board and shall be an ex-officio member of all committees.

Section 3. The Executive Director shall from time to time make reports of the work and affairs of the organization to the Chairperson and Board at their annual and special meetings.

ARTICLE VI. FISCAL YEAR

The fiscal year of the organization shall be the calendar year.

ARTICLE VII. AMENDMENTS

These bylaws may be amended by a majority vote of the members of the entire Board of any regular or special meeting called for that purpose; provided notice of the proposed change is given in the notice of the meeting at least 1 week prior to the meeting.

The revised Bylaws were adopted on _____

Secretary

Board of Directors



MEMORANDUM OF AGREEMENT

BETWEEN BRISTOL BAY HOUSING AUTHORITY, DILLINGHAM BOYS & GIRLS CLUB ADVISORY COMMITTEE, BOYS & GIRLS CLUBS OF GREATER ANCHORAGE, AND CITY OF DILLINGHAM

This Agreement is entered into between Bristol Bay Housing Authority, an Indian housing authority established pursuant to AS 18.55.995, et seq., hereinafter “BBHA;” Dillingham Boys & Girls Club Steering Committee, an unincorporated nonprofit group organized for the purpose of establishing a Boys & Girls Club in Dillingham, hereinafter “Committee;” Boys & Girls Clubs of Greater Anchorage, an incorporated nonprofit youth development organization, hereinafter “Club;” and the City of Dillingham, an incorporated nonprofit organization, hereinafter “City.”

I. CONCEPT:

BBHA received a drug elimination grant for the Bristol Bay Region, a portion of which will be utilized in Dillingham and may be used for services, including salaries and expenses for staff of a drug elimination program. BBHA maintains 61 units of mutual help home ownership housing in Dillingham. The purpose of the drug elimination grant is to provide a safe and healthy environment for the youth in the Bristol Bay Region and to provide beneficial activities as an alternative to substance abuse.

A brief overview of the respective obligations of the parties is as follows:

BBHA—Provides funding (from grant proceeds), general oversight, and a VISTA volunteer to assist all parties involved in the successful operation of the Club.

Club—Provides for program development, recruiting and training of staff, delivery of Club activities and programs, and maintenance of a safe and sanitary program space.

City—Provides rent free, a facility, including liability and fire insurance.

Committee—Assists the Boys & Girls Club in being responsive to the needs of Dillingham’s youth.

Therefore, the Bristol Bay Housing Authority, the Boys & Girls Clubs of Greater Anchorage, the Dillingham Boys & Girls Club Advisory Committee, and the City of Dillingham agree to the following:

II. BRISTOL BAY HOUSING AUTHORITY (BBHA) WILL:

1. Provide overall management of this grant which includes:
 - A. Executes the grant agreement with HUD;
 - B. Submits the semiannual and final financial and performance reports to HUD; or
 - C. Contracts with an independent auditor to perform the annual audit;
 - D. Requests any changes or amendments to the grant agreement;

- E. Requisitions all grant funds from HUD;
 - F. Revises request for program funds and financial transactions, maintains books and records with support documents;
 - G. Ensures that all activities and transactions are in accordance with the specific terms of the grant agreement and special conditions or amendments of the grant;
 - H. Provides travel costs, as allowed by the budget, from the grant funds through the Boys & Girls Clubs of Greater Anchorage to the VISTA personnel for travel that pertains to the operation of the Dillingham Boys & Girls Club; travel costs may include, but may not be limited to, trips to Anchorage, as necessary, and per diem, to the extent allowed by the budget.
 - I. Coordinates on-site visits with HUD.
2. Monitors Drug Elimination Grant activities of the Club through:
- A. Monthly financial reports;
 - B. Quarterly progress reports;
 - C. Semiannual financial and progress reports;
 - D. Final financial and progress reports;
 - E. Scheduled on-site visits to the Boys & Girls Club site in Dillingham.
3. Provides technical assistance to the parties of this AGREEMENT by:
- A. Identifying technical assistance needs and assisting the parties in addressing these issues;
 - B. Acting as a liaison in acquiring more information about other Federal grants, regulations, or other similar information relevant to the grant.
4. Coordinates the joint quarterly meetings between all the parties of this AGREEMENT by:
- A. Setting up a quarterly meeting schedule agreed upon by all parties;
 - B. Notifying all parties of upcoming meetings.
5. Provides funds for the Club for the overall operation of the Dillingham Boys & Girls Club Unit in accordance with the approved budget as outlined in the grant submittal and as approved by the grant agreement and this AGREEMENT as follows:
- A. Disbursement of grant funds are contingent on satisfactory monthly financial and quarterly progress reports to BBHA.
 - B. Financial Reports are due 10 days from month ending (dates to be determined).
 - C. Quarterly progress reports are due 10 days from the month ending (dates to be determined).

III. DILLINGHAM BOYS & GIRLS CLUB ADVISORY COMMITTEE WILL:

- 1. Meet with BBHA and Club on a quarterly basis;
- 2. Promote the program in the community;
- 3. Assist in developing the plans and activities of the program;
- 4. Participate in joint meetings with the parties of this AGREEMENT;

5. Assist the VISTA personnel and Unit Manager by providing guidance pertaining to the goals of the Committee with regard to the Dillingham Boys & Girls Club;
6. Support the VISTA personnel and Unit Manager's efforts in Dillingham.

IV. BOYS & GIRLS CLUBS OF GREATER ANCHORAGE WILL:

1. Maintain a high quality of services and professional standards in carrying out the goals and objectives of this grant.
2. Carry out its management responsibilities by:
 - A. Developing the job description for the Unit Manager and recruiting, hiring, and training for this position in a manner that is responsive to the needs of the Dillingham community;
 - B. Working with the Committee, youth, other community members, and organizations to develop a successful program that meets the needs of the community and its youth;
 - C. Providing monthly financial reports to BBHA, including all cash receipts and cash disbursement documents to BBHA on a monthly basis;
 - D. Providing quarterly progress reports to BBHA;
 - E. Providing semiannual financial and progress reports to BBHA;
 - F. Providing final financial and progress reports to BBHA;
 - G. Participating in on-site visits as scheduled;
 - H. Participating in joint meetings with the Committee and BBHA;
 - I. Assisting in the preparation of grants for the continuation of a similar program;
 - J. Providing BBHA with access to all records pertaining to the Drug Elimination Grant for the Dillingham Boys & Girls Club;
 - K. Providing training to the VISTA personnel in the concepts of the Boys & Girls Club;
 - L. Assisting the VISTA personnel by providing guidance for the operation of the Dillingham Boys & Girls Club;
 - M. Providing copies to BBHA of all insurance policies pertaining to the Dillingham Boys & Girls Club;
 - N. Operating with the attached budget (not included with this sample document).

V. CITY OF DILLINGHAM WILL:

1. Provide free rent in a safe economical building for a 12-month period commencing on the start date of (to be determined) and ending 12 months from that date. The building must be adequate to house a drug prevention program and meet the criteria set out herein.
2. Provide liability and fire insurance for the building donated for use by the Dillingham Boys & Girls Club Unit. All parties to this AGREEMENT will be named insured.
3. Waive all responsibility from the Club and BBHA for any damages or destruction which may occur when the building is not in use by its program.
4. Provide overall maintenance of the building to ensure the safety and health of the program participants and staff; provide repairs as needed.
5. Work with all parties involved for the good of the community.

6. The City of Dillingham will provide electricity and oil heat for the City-owned space designated for the Dillingham Boys & Girls Club.

VI. TERM OF AGREEMENT

This AGREEMENT shall take effect upon the execution of the parties and will continue in force until it is amended or terminated in writing by mutual agreement, or until grant award, whichever is sooner. This AGREEMENT may only be extended by a writing signed by all parties.

IN WITNESS WHEREOF, the parties have executed this AGREEMENT on the _____ day of _____, 19____.

BRISTOL BAY HOUSING AUTHORITY

1244 Tower Road

P. O. Box 50

Dillingham, Alaska 99576

By: _____
Executive Director

DILLINGHAM BOYS & GIRLS CLUB STEERING COMMITTEE

c/o Dillingham City Hall

P. O. Box 889

Dillingham, Alaska 99576

By: _____
Chair

BOYS & GIRLS CLUBS OF GREATER ANCHORAGE

2300 W. 36th Avenue

Anchorage, Alaska 99517

By: _____
Executive Director

CITY OF DILLINGHAM

141 Main Street

P. O. Box 889

Dillingham, Alaska 99576

By: _____
Mayor



MEMORANDUM OF AGREEMENT

BETWEEN THE ASA'CARASMIUT TRIBAL COUNCIL, CITY OF MOUNTAIN VILLAGE BOYS & GIRLS CLUB ADVISORY COMMITTEE, AND BOYS & GIRLS CLUBS OF GREATER ANCHORAGE.

This Agreement is entered into between Asa'Carsarmiut Tribal Council, a federally recognized governing body for the Asa'carsarmiut Tribe, hereinafter "ATC", the City of Mtn. Village, an incorporated second class, hereinafter "City," the Mountain Village Boys & Girls Club Advisory Committee, an unincorporated nonprofit group organized for the purpose of establishing a Boys & Girls Club in Mountain Village, hereinafter "Committee," and Boys & Girls Club of Greater Anchorage, an incorporated nonprofit youth development organization, hereinafter "Club."

I. CONCEPT

"ATC," "City" and the "Club" have leveraged resources together to help establish a Boys & Girls Club program in Mountain Village, a portion of which will be utilized for training, planning, including salaries and expenses for a manager. The purpose of this program is to provide a safe and healthy environment for the youth in Mountain Village and to provide beneficial activities as alternatives to substance abuse.

A brief overview of the respective obligations of the parties follows:

Club—Program development, recruiting and training of staff, delivery of Club activities and programs and maintaining safe and sanitary program space. In addition they will provide some BJA funding.

ATC—funding (from grant proceeds), general oversight, and provide professional guidance and technical assistance to the "committee" and unit manager of the Club.

City—Provides \$1 a year lease of facility space, liability and hazard insurance, to provide assistance and support for capital improvements/including clearly defined required qualifications, duties and responsibilities, renovations to "teen center" facility.

Committee—Assist the Club in being responsive to the needs of Mountain Village's youth. To assist the Club in developing community resources, (financial, in-kind and volunteer) for the successful operation of the Club.

Therefore, the Asa'Carsarmiut Tribal Council, City of Mountain Village, Boys & Girls Club Advisory Committee and the Boys & Girls Club of Greater Anchorage agree to the following:

II. ASA'CARASMIUT TRIBAL COUNCIL WILL:

1. Apply for PHDEP grant funds and write the Club into NAHASDA'S five-year plan.
2. Provide overall management of NAHASDA and DEP grants.
 - A. Execute the grant agreements with HUD
 - B. Submit the semiannual and final financial and performance reports to HUD or

- C. Contract with an independent auditor to perform the annual audit
 - D. Request any changes or amendments to the grant agreements
 - E. Requisition all grant funds from HUD
 - F. Revise request for program funds and financial transactions; maintain books and records with support documents
 - G. Ensure all activities and transactions are in accordance with the specific terms of the grant agreement and special conditions or amendments of the grant
 - H. Coordinate on-site visits (with HUD, etc.)
3. Monitor HUD/NAHASDA Boys & Girls Club program activities of the Club through:
 - A. Quarterly financial reports
 - B. Quarterly progress reports
 - C. Semiannual financial and progress reports
 - D. Final financial and progress reports
 - E. Scheduled on-site visits to the Boys & Girls Club site
 4. Provide guidance and technical assistance to the parties of the AGREEMENT by:
 - A. Identifying needs and assisting the parties in addressing these issues
 - B. Acting as a liaison in acquiring other grants (ie. state suicide prevention grants) and/or partnering with other grant programs to provide needed services to youth by the Boys & Girls Club (JOM & JPTA)
 5. Coordinate the joint quarterly meetings among all the parties of this AGREEMENT by:
 - A. Setting up a quarterly meeting schedule agreed upon by all parties
 - B. Notifying all parties of upcoming meetings
 6. Provide funds to the Club for the overall operation of the Boys & Girls Club Unit in accordance with the approved budget as outlined and as approved by the Grant Agreement and the AGREEMENT as follows:
 - A. Disbursements of grant funds are contingent on satisfactory quarterly progress reports. Financial and quarterly progress reports are due at the end of the following months: October, January, April, and July.

III. CITY OF MOUNTAIN VILLAGE WILL:

Phase I

1. Provide \$1 a year lease in a safe economical building for a twelve-month period commencing on the start date (to be determined) and ending twelve months from that date. This will include expanding the current youth center across the hall to the kitchen side of the building. The building must be adequate to house and meet the criteria set out herein.
2. Provide fire/hazard insurance for the recreation Center building for use by the Mtn. Village Boys & Girls Club Unit. All parties to this AGREEMENT will be named insured.

Phase II

3. Provide a five year lease for \$1 a year, which will be renewable for three 5 year terms up to 20 years for use of the Recreation Center (teen center) facility by the Boys & Girls Club program.

4. Assist in attaining funds to repair and renovate the Recreation Center building so occupancy can take place as soon as possible.
5. Waive all responsibility from the Club and for any damages or destruction which may occur when the building is not in use by its program.
6. Provide overall maintenance of the building to ensure the safety and health of all program participants and staff, and to provide major repairs as needed.
7. Work with all parties involved for the good of the community.
8. The City of Mtn.Village will provide 50% of the electricity and oil heat for the City owned recreation center designated for the Mtn. Village Boys & Girls Club.

IV. BOYS AND GIRLS CLUB ADVISORY COMMITTEE WILL:

1. Meet with the ATC and Club on a quarterly basis.
2. Meet with Unit manager on a monthly basis or at least 10 times a year.
3. Promote the program in the community.
4. Assist in developing the plans and activities of the program.
5. Participate in joint meeting with the parties of this AGREEMENT.
6. Assist the Unit Manager by providing guidance and assistance pertaining to the goals of the Committee in regards to the Mtn. Village Boys & Girls Club.
7. Support the Unit Manager's efforts in Mountain Village.
8. Assist the Club by developing community resources (financial, in-kind and volunteer) for the successful operation of the "Club".

V. BOYS & GIRLS CLUB OF GREATER ANCHORAGE WILL:

1. Maintain a high quality of services and professional standards in carrying out the goals and objectives of grants and this agreement.
2. Will hire, train and supervise the staff for the club operations.
3. Carry out its Management Responsibilities by:
 - A. Developing the job description for the Unit Manager, recruiting, hiring and training for this position in a manner that is responsive to the needs of the community
 - B. Working with the Committee, youth, other community members and organizations to develop a successful program that meets the needs of the community and it's youth
 - C. Providing quarterly financial reports, including all cash receipts and cash disbursement documents
 - D. Providing quarterly progress reports to ATC
 - E. Providing semiannual financial and progress reports to ATC
 - F. Providing final financial and progress reports to ATC
 - G. Participating in on-site visits as scheduled
 - H. Participating in joint meetings with the Committee

- I. Assisting in the preparation of grants for the continuation of a similar program.
- J. Providing access to all records pertaining to the Boys & Girls Club program for the Mtn. Village Boys & Girls.
- K. Providing administrative support for grant monitoring.
- L. Providing matching BJA funds from Boys & Girls Clubs of Greater America as seed money for start up operations of the Mountain Village Boys & Girls Club.
- M. Providing administrative services (training, supervision, financial accounting etc.) at no cost. (this administrative overhead is usually 10 to 15% of the budget).
- N. Providing general liability insurance coverage and secondary student insurance coverage for Club members.
- O. Providing financial accounting of all expenses and disbursement of monies to pay for staff salaries and benefits, program supplies and equipment, travel and per diem, other costs/expenses associated with Club operations.
- P. Providing financial accounting and reports of all grant incomes and other incomes for the purposes of operating the Mountain Village Boys & Girls Club.
- Q. Providing training to the Unit Manager in the concepts of the Boys & Girls Club.
- R. Assisting the Unit Manager by providing guidance for the operation of the Mtn.Village Boys &Girls Club.
- S. Providing copies of all insurance polices pertaining to the Mtn. Village Boys & Girls Club.
- T. Operating within attached budget.

VI. TERM OF AGREEMENT

This AGREEMENT will take effect upon the execution of the parties and will continue in force until it is amended or terminated in writing by mutual agreement, or until a grant award, which ever is sooner. This AGREEMENT may only be extended by a writing signed by all parties.

IN WITNESS WHEREOF, the parties have executed this AGREEMENT on the _____ day of _____, 19____.

 James C. Landlord, 1st Chief
 ASA'CARSARMUIT TRIBAL COUNCIL

 Harry O. Wilde Sr., Mayor
 CITY OF MOUNTAIN VILLAGE

 John P. Oates, Chief Executive Officer
 BOYS & GIRLS CLUBS OF GREATER ANCHORAGE



ESTABLISHING A BOYS & GIRLS CLUB IN YOUR COMMUNITY

A PLANNING GUIDE FOR ESTABLISHING A BOYS & GIRLS CLUB IN YOUR COMMUNITY

Thank you for your interest in establishing a Boys & Girls Club for the youth of your community. Boys & Girls Clubs of America has an All-Star line-up of tested, proven, and nationally recognized programs that address the most critical issues affecting today's youth. The services and activities provide youth with knowledge, skills and attributes they need to pursue their dreams and succeed in life.

Use this planning guide to help your community decide if a Boys & Girls Club is the right choice. The Boys & Girls Clubs of Greater Anchorage will use this information to determine how we can best assist your community. Please complete the following form to the best of your knowledge.

COMMUNITY INFORMATION

Name of community.

Name, telephone number and address of the person who will coordinate this effort.

Names, titles and phone numbers of community leaders. Indicate if they support your efforts for a Boys & Girls Club.

Names, titles and phone numbers of Steering Committee members. (A committee established to organize Boys and Girls Club efforts).

List the youth programs, both current and past, which have existed in your community.

How many youth are in your community? Please list them by ages:

Infant to 9 years ____ 10-11 ____ 12-13 ____ 14-18 ____

FACILITIES

Do you have a building for a Boys & Girls Club? If so...

- ▶ How far is it from the schools?
- ▶ What is the square footage?
- ▶ Does it have plumbing including kitchen, bathroom?

- ▶ How is the building heated?
- ▶ How much does it cost per month to rent, heat, and light the building?
- ▶ Who owns the building?
- ▶ Does it need renovation?
- ▶ Has the building been designated for a Boys & Girls Club?
- ▶ Are there other activities in the building, will it be shared space?

If you do not have a building, what are your plans for the location of a Boys & Girls Club?

PROGRAM

Describe your program. What activities will you offer and when would they be available?

How many staff would be needed to provide these activities? Would they be full or part-time?

FINANCES

What businesses, government agencies, or community organizations are willing to financially support your efforts for a Boys & Girls Club?

Have you applied for any grants to fund your Boys & Girls Club? If so which grants?

Are there any additional funding sources available to support a Boys & Girls Club?

SAMPLE BUDGET FOR A SMALL CLUB

MEMBERSHIP POTENTIAL: 50-100 MEMBERS

PERSONNEL	YEAR TWO	YEAR ONE
Club Manager @ \$12/hr X 8hr/day X 5 days/week X 52 weeks/year		\$24,960
Sr. Instructor @ \$10/hr X 6hr/day X 5 days/week X 52 weeks/year		\$15,600
Teen Aid @ \$7/hr X 6hr/day X 5 days/week X 52 weeks/year	\$10,920 (additional)	
Fringe Benefits 13.5%	\$1,474 (additional)	\$4,633
Total	\$57, 587 (\$12,394 additional)	\$45,193
TRAVEL		
Staff Travel 2 staff @ \$600 each X 3 trips		\$3,600
Per Diem @ \$35/day X 5 days X 2 staff X 3 trips		\$1,050
Hotel @ \$79/night X 4 nights X 2 staff X 3 trips		\$948
Members @ \$300 each X 15 members		4,500
Per Diem Members @ \$35/day X 2 days		\$1,050
Total	\$11,148	\$11,148
Program Supplies	\$3,000	\$5,000
Program Equipment	\$5,000	\$7,000
Postage & Freight		\$1,500
Insurance		\$2,000
T-shirts	first year only	\$1,000
Office Supplies		\$2,000
Facilities Rent		\$1,200
Janitorial		\$1,000
Training		\$1,000
Utilities		\$3,600
Audit Fees		\$1,000
Phone/Fax		\$1,400
Miscellaneous		\$1,000
Total	\$23,700 (\$5,000 less)	\$28,700
TOTAL BUDGET FOR ONE YEAR	\$92, 195	\$85,041

SAMPLE BUDGET FOR A MEDIUM CLUB

MEMBERSHIP POTENTIAL: 100-200 MEMBERS

PERSONNEL	YEAR TWO	YEAR ONE
Club Manager @ \$12/hr X 8hr/day X 5 days/week X 52 weeks/year		\$24,960
Sr. Instructor @ \$10/hr X 8hr/day X 5 days/week X 52 weeks/year	Instructor @ \$9/hr X 6 hr/day X 5 days/week X 52 weeks/year \$14,040 (additional)	\$20,800
Teen Aid @ \$7/hr X 6hr/day X 5 days/week X 52 weeks/year		\$10,920
Fringe Benefits 13.5%	\$1,895 (additional)	\$7,552
Total	\$80,167 (\$15,935 additional)	\$64,232
TRAVEL		
Staff Travel 2 staff @ \$600 each X 3 trips	Add Training for 1 new staff @ \$600 X 2 trips \$1,200	\$3,600
Per Diem @ \$35/day X 5 days X 2 staff X 3 trips	\$35/day X 3 days X 2 trips \$210	\$1,050
Hotel @ \$79/night X 4 nights X 2 staff X 3 trips	\$79/night X 3 nights X 2 trips \$474	\$948
15 Members X \$300=3 trips @ 5 members each trip		4,500
Per Diem Members @ \$35/day X 2 days X 15 members		\$1,050
Total	\$13,032 (\$1884 additional)	\$11,148
Program Supplies	\$7,000	\$5,000
Program Equipment	\$8,000	\$10,000
Postage & Freight		\$1,500
Insurance		\$2,000
T-shirts	first year only	\$2,000
Office Supplies		\$2,800
Facilities Rent		\$2,400
Janitorial		\$1,800
Training		\$2,000
Utilities		\$4,800
Audit Fees		\$1,000
Phone/Fax		\$2,300
Miscellaneous		\$2,000
Total	\$37,600	\$43,600
TOTAL BUDGET FOR ONE YEAR	\$130,799	\$118,890



JOB DESCRIPTION 1: JUNIOR INSTRUCTOR

Division: Clubhouse

Salary Range: \$5.75 - \$6.75/hour

Supervisor: Branch Manager

Summary: To assist in the supervision of boys and girls, according to Boys & Girls Clubs standards.

DUTIES AND RESPONSIBILITIES:

Essential duties and responsibilities include, but are not limited to the following

- ▶ Use positive discipline with youth consistently
- ▶ Assist with coordinating game room activities and other events
- ▶ Assist with maintenance and upkeep of facility, program areas, equipment and supplies
- ▶ Assist staff in conducting small and large group activities
- ▶ Check games in and out each day to members
- ▶ Maintain accurate inventories of game material related to assigned program areas
- ▶ Punctual and reliable attendance

QUALIFICATION REQUIREMENTS:

The requirements listed below are representative of the knowledge, skill and/or ability required. (Reasonable accommodations may be made to enable individuals with disabilities to perform essential functions)

- ▶ High school diploma or equivalency and one to two months related experience and/or training or equivalent combination of training and experience
- ▶ Ability to effectively communicate orally and in writing
- ▶ Good problem solving skills
- ▶ Ability to relate to children and to maintain good relations with peers
- ▶ Consistent, dependable, enthusiastic and flexible
- ▶ Sufficient knowledge of child development
- ▶ At least 18 years of age
- ▶ Current certification in first aid and CPR

Physical Demands

While performing the duties of this job, the employee is required to sit, talk, walk, see and hear. The employee is occasionally required to sit and reach with hands and arms. The employee must frequently lift or move up to 50 pounds. (Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.)

Work Environment

While performing the duties of this job, the employee occasionally works in outside weather conditions. The noise level in the work environment is usually loud. (Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.)

Boys & Girls Club of Greater Anchorage: 10/97

JOB DESCRIPTION 2: INSTRUCTOR

Division: Clubhouse

Salary Range: \$7.50 - \$8.50/hour

Supervisor: Branch Manager

Summary: To assist in the supervision of boys and girls according to Boys & Girls Clubs standards.

DUTIES AND RESPONSIBILITIES:

Essential duties and responsibilities include, but are not limited to the following:

- ▶ Plan and implement daily, weekly, and monthly activities and lesson plans on a timely basis
- ▶ Use positive discipline with youth consistently
- ▶ Create a safe and nurturing environment providing first aid as necessary
- ▶ Maintain a positive relationship with supervisors, co-workers, Club members, and parents
- ▶ Conduct small and large group activities applicable to the five core areas as well as other special events
- ▶ Register new members for memberships and special programs following established guidelines
- ▶ Conduct new member orientations, check Club memberships, check out equipment and confirm that members have signed in properly
- ▶ Provide accurate and well written incident and accident reports within 24 hours to Branch Manager
- ▶ Provide upkeep, maintenance and inventory of equipment and supplies and conduct a through cleaning of the facility at the end of each day
- ▶ Assist Branch Manager in the supervision of JTPA and Junior staff
- ▶ Obtain security clearance status and conduct building security as necessary

QUALIFICATION REQUIREMENTS:

The requirements listed below are representative of the knowledge, skill and/or ability required. (Reasonable accommodations may be made to enable individuals with disabilities to perform essential functions.)

- ▶ High school diploma or equivalency and one to two months related experience and/or training or equivalent combination of training and experience
- ▶ Ability to effectively communicate orally and in writing
- ▶ Good problem solving skills
- ▶ Ability to relate to children and to maintain good relations with parents

- ▶ Consistent, dependable, enthusiastic and flexible
- ▶ Sufficient knowledge of child development
- ▶ At least 18 years of age
- ▶ Current certification in first aid and CPR
- ▶ Punctual and reliable attendance

Physical Demands

While performing the duties of this job, the employee is required to sit, walk, talk, see and hear. The employee is occasionally required to sit and reach with hands and arms. The employee must frequently lift or move up to 50 pounds. (Reasonable accommodations may be made to enable individuals with disabilities to perform functions).

Work Environment

While performing the duties of this job, the employee occasionally works in outside weather conditions. The noise level in the work environment is usually loud. (Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.)

Boys & Girls Clubs of Greater Anchorage; Revised 3/99

JOB DESCRIPTION 3: SENIOR INSTRUCTOR

Division: Clubhouse

Salary Range: \$9.00 - \$10.00/hour

Supervisor: Branch Manager

Summary: To supervise boys and girls according to Boys & Girls Clubs standards.

DUTIES AND RESPONSIBILITIES:

Essential duties and responsibilities include, but are not limited to the following;

- ▶ Provide leadership role for planning, instruction, and implementation of activities in accordance with current goals and objectives.
- ▶ Plan and implement daily, weekly and monthly activities and lesson plans on a timely basis
- ▶ Conduct small and large group activities applicable to the five core areas as well as other special events
- ▶ Create a safe and nurturing environment providing first aid as necessary
- ▶ Use positive discipline with youth consistently
- ▶ Provide upkeep, maintenance and inventory of equipment and supplies conduct a thorough cleaning of the facility each day
- ▶ Provide accurate and well written incident and accident reports within 24 hours to Branch Manager as well as other written reports on other matters as assigned
- ▶ Conduct new member orientations, check Club memberships, check out equipment and confirm that members have signed properly
- ▶ Register new members for memberships and special programs following established guidelines
- ▶ Assist Branch Manager in the supervision of JTPA and Junior Staff
- ▶ Transport members in vans according to Boys & Girls Clubs driving and safety procedures
- ▶ Obtain security clearance status and conduct building security each evening

QUALIFICATION REQUIREMENTS:

The requirements listed below are representative of the knowledge, skill and/or ability required. (Reasonable accommodations may be made to enable individuals with disabilities to perform essential functions).

- ▶ High school diploma or equivalency degree and one to three months related experience and/or training or equivalent combination of training and experience
- ▶ Ability to effectively communicate orally and in writing

- ▶ Good Problem solving skills
- ▶ Ability to relate to children and to maintain good relations with peers
- ▶ Consistent, dependable, enthusiastic and flexible
- ▶ Sufficient knowledge of child development
- ▶ At least 21 years of age
- ▶ Current Alaska driver's license and proof of vehicle insurance
- ▶ Good driving record; minimum of three years driving experience
- ▶ Current certification in first aid and CPR
- ▶ Punctual and reliable attendance

Physical Demands

While performing the duties of this job, the employee is required to sit, walk, talk, see, and hear. The employee is occasionally required to sit and reach with hands and arms. The employee must frequently lift or move up to 50 pounds. (Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.)

Work Environment

While performing the duties of this job, the employee occasionally works in outside weather conditions, The noise level in the work environment is usually loud. (Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.)

Boys & Girls Clubs of Greater Anchorage: 3/99



JOB DESCRIPTION 4: ASST. BRANCH MANAGER/CLUBHOUSE

Supervisor: Branch Manager
Division: Clubhouse
Salary Range: \$20,000 - \$27,000

Summary: To assist the Branch Manager in developing and running programs and activities and to supervise boys and girls according to the Boys & Girls Clubs standards.

DUTIES AND RESPONSIBILITIES:

Essential duties and responsibilities include, but are not limited to the following:

- ▶ Provide primary leadership role for planning, instruction and implementation of activities
- ▶ Check the quality of all permission slips, posters, newsletters and flyers before distributing
- ▶ Maintain and monitor staff work schedules and inform Branch Manager accordingly
- ▶ Monitor general condition of Clubhouse, supplies, equipment, lockers and halls
- ▶ Provide upkeep maintenance and inventory of equipment and supplies, and conduct a thorough cleaning of the facility at the end of each day
- ▶ Promote Clubhouse programs and interpret Boys & Girls Clubs movement to the general public
- ▶ Carry out supervisory responsibilities in accordance with Boys & Girls Clubs policies and applicable laws: including training employees, planning, assigning and directing work, addressing complaints and resolving problems
- ▶ Maintain a working knowledge of financial procedures
- ▶ Meet with the Advisory Committee one to two times a year
- ▶ Plan and implement daily, weekly and monthly activities and lesson plans on a timely basis
- ▶ Conduct small and large group activities applicable to the five core areas as well as other special events
- ▶ Register new members for memberships and special programs following established guidelines
- ▶ Use positive discipline with members consistently
- ▶ Transport members in vans according to Boys & Girls Clubs driving and safety standards
- ▶ Create a safe and nurturing environment providing first aid as needed according to certification standards
- ▶ Maintain a positive relationship with supervisors, co-workers, Club members and parents
- ▶ Conduct new member orientations, check club memberships, check out equipment and confirm that members have signed in properly

- ▶ Provide accurate and well written accident and incident reports within 24 hours to Branch Manager as well as other written reports on matters as assigned
- ▶ Assist the Branch Manager in the training, evaluation and supervision of JTPA and Junior staff
- ▶ Obtain security clearance and conduct building security as needed

QUALIFICATION REQUIREMENTS:

The requirements listed below are representative of the knowledge, skill and/or ability required. (Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.)

- ▶ High School diploma or equivalency plus six to twelve months related experience or training
- ▶ Ability to effectively communicate orally and in writing
- ▶ Ability to take directions, follow directions, and give directions in completing assigned tasks
- ▶ Ability to relate to children and to maintain good relations with peers
- ▶ Current certification in first aid and CPR
- ▶ Possess a valid Alaska Drivers License, three year consecutive good driving record and proof of insurance
- ▶ Must be at least 21 years of age
- ▶ Sufficient knowledge of child development
- ▶ Consistent, dependable, enthusiastic, and flexible
- ▶ Maintain punctual and reliable attendance

Boys & Girls Clubs of Anchorage: 3/99

JOB DESCRIPTION 5: BRANCH MANAGER/CLUBHOUSE

Supervisor: Regional Manager
Division: Clubhouse
Salare Range; \$25,000 - \$35,000

Summary: The Branch Manager will plan, organize, implement, and evaluate all Clubhouse programs and activities according to the Boys & Girls Clubs standards.

DUTIES AND RESPONSIBILITIES:

Essential duties and responsibilities include, but are not limited to the following:

- ▶ Plan, organize, implement and evaluate all Clubhouse programs and activities on an annual basis
- ▶ Recruit, train, supervise and recognize program staff, volunteers and JTPA workers
- ▶ Develop and maintain program goals and objectives in accordance with the organization's current long range plan and ensure that they are relevant to community needs and are used as a basis for structuring and evaluating programs
- ▶ Develop and maintain positive communication channels with all divisions of the Club
- ▶ Maintain program areas, equipment, and supplies
- ▶ Assist Advisory Committee with communicating and networking to ensure that programs are well publicized and that our local community is aware of, and responds to, our services and our needs
- ▶ Provide statistical information on all pertinent Club matters
- ▶ Recommend and develop initial program budget and monitor approved budget on an on-going basis
- ▶ Recommend ways to develop Branch-level fund raising efforts

QUALIFICATION REQUIREMENTS:

The requirements listed below are representative of the knowledge, skill and/or ability required. (Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.)

- ▶ Bachelor's Degree (B.A.) from a four-year college or university; or one to two years related experience and/or training; or equivalent combination of education and experience
- ▶ Three years of progressive experience in a supervisory capacity in a related field of work
- ▶ Ability to effectively communicate orally and in writing
- ▶ Good problem solving skills
- ▶ Ability to work with little direction
- ▶ Current certification in first aid and CPR

- ▶ Possess a valid Alaska Drivers License, three year consecutive/recent good driving record and proof of insurance
- ▶ Must be at least 21 years of age
- ▶ Sufficient knowledge of child development
- ▶ Ability to relate to children and to maintain good relations with peers
- ▶ Consistent, dependable, enthusiastic, and flexible

Boys & Girls Clubs of Anchorage: 9/99



STARTING A NEW CLUB: INITIAL CHECK-LIST OF IMPORTANT THINGS TO DO

- **Establish a Steering Committee/ Advisory Committee.**
 - ▶ Needs to be broadly representative of all community groups or stakeholders (i.e. community leaders; school; business community).
 - ▶ A member of the local law enforcement is required on every advisory committee.
- **Contact the Boys & Girls Clubs of Greater Anchorage.**
- **Conduct a needs assessment, determine the need for a Club in your community.**
 - ▶ Involve youth in your community.
 - ▶ Utilize data from other organizations to define the need.
- **Collaborate with other agencies in your community and find out what they are doing for youth.** (i.e. schools, law enforcement, health organizations, churches, tribal entities).
- **Identify possible sources of funding-state, federal, tribal, local businesses, fund raising events.**
- **Identify possible facilities for the Clubhouse.**
- **Begin to identify those groups who will become partners in a formal Memorandum of Agreement (MOA).**
- **Start to develop Program (Club) services and activities appropriate for your community.**
 - ▶ Identify transportation needs.
 - ▶ Determine how many youth you are going to serve.
 - ▶ Decide how many hours/day and days/week your program going to operate.
 - ▶ Determine how many staff your are going to need.
 - ▶ Identify program supplies/equipment needs and possible sources.
- **Develop a draft budget.**
- **Develop a draft Memorandum of Agreement (MOA).**
 - ▶ Define the financial responsibilities of all parties.
 - ▶ Define the contributions and responsibilities of each partner.
- **Finalize Club site location.**
 - ▶ Utilities
 - ▶ Lease agreement
 - ▶ Office equipment
 - ▶ Renovations if needed
- **Establish a realistic time-line for opening the Club.**
- **Obtain final approval of budget and MOA.**
- **Advertise, interview and hire key staff.**
- **Train and orient staff.**
- **Staff and Advisory committee design programs and opening process.**

OPENING AN EXTENSION OR UNIT BOYS & GIRLS CLUB IN RURAL AND NATIVE ALASKA

Most parents in Alaska today are concerned about their children. Most communities recognize the need for youth programs but think they lack the resources to establish them. One means of helping parents and communities is to form partnerships with the public, private, and nonprofit sectors. These partnerships or alliances help communities focus on what youth need and to take constructive action. These alliances aim to help young people resist drugs and crime, to improve their education, to provide them with a stronger foundation, and to believe in themselves.

Supporting youth development programs that provide positive alternatives and opportunities is a step in the right direction. Programs are available that instill competency and self-esteem, reinforce healthy bodies and healthy minds, and give youth the skills they need to forge a brighter future. One such program which has a proven track record for helping the youth of America is the Boys & Girls Club.

When you start a Boys & Girls Club, you are buying into an organizational process that stresses accountability and high standards. Boys & Girls Clubs regularly monitor and evaluate their programs. The organization has uniform, high standards for staff and programs.

The following information is designed to inform and assist resident organizations and other individuals or groups who are interested in forming a Boys & Girls Club Extension Unit. This unit is established under the umbrella support of an already existing “parent” organization such as the Boys & Girls Club of Greater Anchorage.

A BOYS & GIRLS CLUB IS UNIQUE

A Boys & Girls Club can make a contribution to young people that is significant and distinct from what they get elsewhere—in school, at home, in church, in other private agencies or in public recreation. Although programs and services vary among individual Boys & Girls Clubs, depending on their resources, certain

characteristics are common to all Clubs throughout the country. The following distinctive features make a Boys & Girls Club unique:

It is for Boys and Girls

Being a member of a Boys & Girls Club satisfies the age-old desire of young people to have a “Club” of their own.

It Has Full-Time Professional Leadership

It is also supplemented by part-time workers and volunteers.

It Requires no Proof of Good Character

It helps and guides girls and boys who may be in danger of acquiring, or who already have acquired, unacceptable habits and attitudes, as well as boys and girls of good character.

It Assures That All Girls and Boys Can Afford to Belong

The Clubs charge membership dues so that kids gain “ownership” of their Club. Membership dues are kept low so that all can afford to belong and even the least interested will not be deterred from joining.

It is For All Girls and Boys

Young people of all races, religions, and ethnic cultures are eligible to become members.

It is Building Centered

Activities are carried on in the warm friendly atmosphere of a building dedicated for youth programs.

It is Non-Sectarian

Club staff work to teach healthy values and ethical behavior. Clubs do not impose a specific religion.

It Has an Open Door Policy

The Club is open to all members at any time during its hours of operation.

It Has Varied and Diversified Programs

These programs recognize developmental differences of children at different ages and respond to the collective and individual needs of girls and boys.

It is Guidance Oriented

We believe that a trained staff can have a profound impact on youth. Clubs help guide boys and girls in making appropriate and positive choices in their physical, educational, personal, social, emotional, vocational and spiritual lives.

The distinctiveness of a Boys & Girls Club does not rest on any one of the above characteristics, but rather on a total combination of them all.

WHAT THE BOYS & GIRLS CLUB OFFERS

The Boys & Girls Club is a positive place to do things, a safe place that offers a variety of recreational, instructional and social activities. However, it is more than this. Trained staff provide guidance in helping boys and girls to:

- ▶ Discover their needs
- ▶ Enjoy their interests
- ▶ Nurture their talents
- ▶ Broaden their viewpoints
- ▶ Dissolve their prejudices
- ▶ Resolve their conflicts
- ▶ Set their goals
- ▶ Understand themselves

THE BOYS & GIRLS CLUBS NATIONAL MOVEMENT

By partnering with an existing Boys & Girls club organization such as the Boys & Girls Clubs of Greater Anchorage, you are joining the nationwide movement of Boys & Girls Clubs of America. Boys & Girls Clubs across this country are serving over 3 million youth in

2,343 Club facilities with 9,500 trained full-time youth professionals, 27,200 part-time staff, and 207,000 volunteers (including 74,000 board members and 133,000 program volunteers).

AN EXTENSION CLUB

A Boys & Girls Club Extension Club is a branch of a chartered corporation, which serves a specific community. This "Parent" Club supports and assists the Extension. An Extension Club will participate in its own fundraising. The "Parent" Club is assuming a legal responsibility for the Extension Club. Its assistance may take the form of advice on grant writing, providing some matching money, and fundraising ideas. The goal however, is for the Extension Unit to become financially self-sufficient.

REQUIREMENTS FOR AN EXTENSION CLUB

A Club building or Club quarters is open to all members during its hours of operation. The building need not be new, as long as it can be adapted to the purpose of Boys & Girls Club programming. The requirements include:

- ▶ A diversified program of activities, conducted by at least 2 staff.
- ▶ An active functioning steering committee/advisory committee.
- ▶ At least 50 members in a given year between the ages 6 to 20.
- ▶ An adequate operating budget with local revenue source.
- ▶ The words "Boys & Girls Club" in its title.
- ▶ Availability of programs at least 8 months per year, 3 days per week and 3 hours per day.

REQUIREMENTS FOR A UNIT CLUB

The qualifications to establish a Unit Club are the same as the Extension Club with the following exceptions.

- ▶ Must have at least 100 members in any given year between the ages of 6 and 20.
- ▶ Availability of programs at least 10 months per year, 5 days per week, 4 hours per day.
- ▶ At least one full-time staff.

BASIC STEPS TO START ORGANIZING AN EXTENSION OR UNIT CLUB

PROMOTE INTEREST IN YOUR COMMUNITY

Setting up your Boys & Girls Club will involve many people: concerned citizens in your community, city or tribal government, law enforcement officials, school leaders and other youth serving agencies. Before starting to implement a Club, you will first need to gain the interest, commitment, and excitement from other leaders and key groups in your community. Boys & Girls Club usually start with one or two individuals who initiate the idea and then interest others in the program. You may now be taking this first step. Discuss the idea with your friends, community leaders, those who serve youth in your area and with leaders in local businesses.

GETTING STARTED

The establishment of a Boys & Girls Club usually starts with several individuals who initiate the idea and then interest others in the program. So the first step may be taken by YOU. Discuss the idea with your resident organization, housing authority, tribal council, friends and neighbors, with representatives of service clubs, civic, social, fraternal and labor organizations, and with leaders in business, industry, and the professions in your community. Stimulate interest in starting a Club.

ORGANIZE A STEERING COMMITTEE

Hold a meeting of those who are interested in your idea of starting a Boys & Girls Club and invite a member of the local Boys & Girls Club organization to the meeting. Confine the meeting to a small group. Explain the purpose of the meeting to the group and have the Boys & Girls Club representative talk about Boys & Girls Clubs. If the group is interested in pursuing the idea further, form a Steering Committee to handle preliminary organization work.

CONTACT A BOYS & GIRLS CLUB ORGANIZATION

Contact the Boys & Girls Clubs of Greater Anchorage for information on the local organization most likely to

be able to work with your community, or contact the Boys & Girls Clubs of America's field service representative. Solicit the organization's interests and request an Extension Unit assessment.

Contact Information:

Bruce Gazaway
Director
Alaska Statewide Expansion Office
2300 W. 36th Avenue
Anchorage, AK 99517
Telephone: 907-249-5481





COMMUNITY CONTACT REPORT

DATE: _____

NAME OF COMMUNITY: _____

CONTACT NAME: _____

PHONE NUMBER: _____

NAMES OF COMMUNITY LEADERSHIP:

_____ PHONE NUMBER: _____

_____ PHONE NUMBER: _____

_____ PHONE NUMBER: _____

_____ PHONE NUMBER: _____

CONTENT OF CONVERSATION: _____

FOLLOW UP REQUIRED: _____

YOUR SIGNATURE: _____

SUGGESTED ITEMS FOR A NEW CLUBHOUSE

The types of supplies, equipment, and games required to operate a new Boys & Girls Club vary from Clubhouse to Clubhouse. The suggested items listed below serve as a basic reminder list of the things necessary to begin basic Club operation. Your community supporters can be very helpful!

EQUIPMENT

- ▶ Game tables
- ▶ Chairs
- ▶ Arts & crafts table
- ▶ Youth & adult computers
- ▶ Software for youth & adults
- ▶ T.V./VCR
- ▶ Storage Containers
- ▶ Bulletin Boards
- ▶ Clock
- ▶ Desks and office chairs

SUPPLIES

- ▶ Arts supplies: glitter, crayons, markers, scissors, glue, beads, paint, paint brushes, wood sticks, colored paper
- ▶ Brooms, mops, mop buckets, vacuum
- ▶ Cleaning Supplies, bathroom cleaner, sponges, floor cleaner, window cleaner
- ▶ First Aid Supplies
- ▶ Tool Kit
- ▶ Office Supplies: pencils, pens, tape, stapler, staples

GAMES

- ▶ Pool table
- ▶ Air hockey table
- ▶ Bumper Pool table
- ▶ Ping pong table
- ▶ Foosie ball table
- ▶ Age appropriate toys
- ▶ Gross Motor toys, Mazes, parachutes, balls, jump ropes
- ▶ Manipulative toys, Lego's, blocks
- ▶ Puzzles
- ▶ Board Games



Alaska's precious resource.



JOB DESCRIPTION: ADVISORY COMMITTEE MEMBER

BOYS & GIRLS CLUBS OF GREATER ANCHORAGE

General Function: The person serves on the Advisory Committee as a supportive, community member who is dedicated to assisting the Clubhouse or Sports Program through fundraising, advocacy for the Boys & Girls Club programs and participation with ongoing program development.

Term: Two (2) years.

DUTIES:

- ▶ Attend nine of 12 or 75% of scheduled monthly meetings of the Advisory Committee.
- ▶ Serve on at least one fundraising subcommittee and one non-fundraising subcommittee.
- ▶ Actively support each fundraising activity of the Advisory Committee by selling the prescribed number of tickets, soliciting prizes and/or sponsorship and attending special events.
- ▶ Represent the Program and organization in a positive manner in the community at all times, acting as an advocate for youth needs and Club programs.
- ▶ Assist the Club staff with program development through policy and procedural recommendations, evaluation of community need and expansion of the Program's community support base for volunteers, member recruitment and resource (in-kind and financial) commitment.



ADVISORY COMMITTEE GUIDELINES

ARTICLE I. MEMBERSHIP

1. **Membership Classification**—There shall be one class of membership. Adult members. The Advisory Committee may designate additional membership classes on such terms as it may determine. The rights and privileges of the membership shall be determined by the Advisory Committee.
2. **Selection of Members**—Members of the organization shall be selected in such manner as may be determined by the Advisory Committee. Selection procedures shall comply with the rules of the Boys & Girls Clubs of Greater Anchorage (BGCGA) and of Boys & Girls Clubs of America. No person shall remain a member of the organization unless within 90 days after he or she shall have been first made a member, he or she is officially accepted as a member by action of the Advisory Committee, which acceptance shall be recorded in the official minutes of the Advisory Committee.
3. **Removal of Members**—Members may be removed from the organization by majority vote of current members of the Advisory Committee. If an individual member has missed three (3) consecutive meetings or more than six meetings per year, a vote will be brought before the Committee under both conditions.

ARTICLE II. ADVISORY COMMITTEE

1. **Duties**—Advocacy for the local Clubhouse, its programs and area youth, stimulating community involvement and support, and the development of and assistance with fundraising efforts shall be the duties of the Advisory Committee.
2. **Number**—The number of members shall be as determined from time to time by the Advisory Committee. In no event shall the number of members be less than eleven or more than 15 (25). No decrease in the number of members shall have the effect of shortening the term of any incumbent member.
3. **Appointment of Members**—The initial members shall be recruited by BGCGA. Thereafter, members shall be appointed in such a manner as may be determined by the Advisory Committee or by the Board of Directors of the BGCGA. Members shall be appointed for a term of two (three) years. In general, half of the membership's terms should expire each year.
4. **Meetings and Quorum Requirements**—Meetings shall be scheduled, notices given and quorum requirements will be a majority of the active members. The Advisory Committee shall hold at least eight (8) meetings each calendar year.

ARTICLE III. COMMITTEES

1. The Advisory Committee may designate such committees as it deems appropriate and shall appoint or delegate authority to appoint members of committees so designated.

ARTICLE IV. OFFICERS

1. **Positions**—The officers of the committee shall be a Chairperson, one or more Vice Chairpersons, a Treasurer and a Secretary.
2. **Election**—All officers shall be elected annually by the Advisory Committee and shall serve for one year or until their successors are elected and qualify.

3. **Removal**—The Advisory Committee shall have the power to remove any officer from his or her position, with or without cause, based on a 75% vote of active committee members.
4. **Vacancies**—The Advisory Committee shall promptly fill any vacancy among the officers.
5. **Chairperson**—The Chairperson shall preside at all meetings of the Advisory Committee; shall be an ex-officio member of all subcommittees; shall sign such documents as may be required by the office or as may be directed by the Advisory Committee; shall make such reports and recommendations to the Advisory Committee concerning the work and affairs of the organization as in his or her judgement, as necessary or as requested by the Advisory Committee; shall represent the Advisory Committee on the Board of Directors' Program Council; and shall perform such other duties as may be incidental to the office or as determined by the Advisory Committee.
6. **Vice Chairperson**—The Vice Chairperson(s), in the order named by the Advisory Committee, shall perform the duties of the Chairperson in case of his or her absence, resignation or inability to act and shall perform such other duties as determined by the Advisory Committee; shall be Chairperson(s) of key subcommittees of the Advisory Committee; shall represent the Advisory Committee on the Program Council in the Chairperson's absence.
7. **Treasurer**—The Treasurer shall coordinate the receipt and transfer of all monies generated by the Advisory Committee as directed by BGCAGA; shall keep a full account of all monies received and expended; shall make reports thereof to the Chairperson, other committee members and establish working relations with the organization's Finance Dept., as required; shall sign such papers as may be required by the office or as may be directed by the Advisory Committee; and shall perform such other duties as may be incidental to the office or as determined by the Advisory Committee.
8. **Secretary**—The Secretary shall keep summaries of the meetings of the Advisory Committee; shall maintain and be custodian of all records pertaining to the Advisory Committee except such records as shall be kept by the Treasurer, as herein provided; shall sign such papers as may be required by the office or as directed by the Advisory Committee; and shall perform other duties as may be incidental to the office or determined by the Advisory Committee.

ARTICLE V. RELATIONSHIP WITH PARENT CORPORATION

1. The organization shall adhere to such rules and regulations as may be established from time to time by the Board of Directors of the Boys & Girls Clubs of Greater Anchorage or by Boys & Girls Clubs of America.

ARTICLE VI. AMENDMENTS

1. These Bylaws, other than ARTICLE IV hereof, may be amended from time to time by a two-thirds vote of the Advisory Committee and as accepted by the Board of Directors.

These Bylaws were adopted by the Advisory Committee on the _____ day of _____, 20____.

Secretary

In accordance with the Bylaws of the Boys & Girls Clubs of Greater Anchorage, these Bylaws were approved by the Board of Directors of the Boys & Girls Clubs of Greater Anchorage on the _____ day of _____, 20____.

President, Board of Directors
Boys & Girls Clubs of Greater Anchorage



**U.S. DEPARTMENT OF HOUSING
AND URBAN DEVELOPMENT
OFFICE OF NATIVE AMERICAN PROGRAMS**