



**BOYS & GIRLS CLUBS  
OF AMERICA**

**2017**

**ANNUAL REPORT**







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# 2017

## ANNUAL REPORT







**Your support of Boys & Girls Clubs of America in 2017 propelled us to new heights.** We're now reaching more young people than ever — nearly 460,000 kids and teens enter a Boys & Girls Club every day. Thanks to your generosity, that means 4.3 million kids annually are finding what they need at more than 4,300 Boys & Girls Clubs across the nation and on U.S. military installations worldwide: safe, inviting spaces staffed with caring youth development professionals; innovative programming in areas that empower young people's creativity and support their success in school; and opportunities to grow as leaders and citizens. Together, we're truly making a difference in the lives of America's kids and teens.

Across the Boys & Girls Club Movement, thanks to their local Clubs, youth have opportunities they need to achieve **Academic Success**, develop **Good Character & Citizenship** and lead **Healthy Lifestyles**. These opportunities have a tremendous impact on kids. In fact, teens having a great Club Experience are 38 percent more likely to be on track to graduate from high school on time. These teens are also significantly more likely to abstain from drug and alcohol use and violence. That's why we are focusing on ensuring Club members have a high-quality Club Experience in which they feel physically and emotionally safe, receive support and recognition from caring adults who set expectations for them, have fun and feel a sense of belonging.

We're also working to ensure that issues affecting all youth are at the forefront of conversations in federal, state and local levels. 2017 was a landmark year for our advocacy work. From securing the largest amount

of funding budgeted for 21st Century Community Learning Centers to launching a grassroots advocacy campaign to increase access to healthy meals and snacks for kids through USDA programs, our work in the public sector is shining a light on out-of-school-time programming as a national priority.

We're also getting in touch with some of our greatest champions: our alumni. In the past, when you graduated from high school and left your Club behind, you likely stayed in touch with your Club friends and a staff member or two. But now, through our Alumni & Friends program, Club alumni have a vast network of peers and mentors to applaud their accomplishments, recommend new opportunities and serve as advocates for BGCA's mission. After all — there is no better proof of our impact than our alumni, 54 percent of whom say the Club “saved my life.” By the end of 2017, our Alumni & Friends stood more than 70,000 strong, growth that shows no sign of slowing.

Finally, in 2017 we began rolling out our most ambitious vision yet. Great Futures 2025 is our bold new plan to close the opportunity gap by scaling our life-changing impact, preparing our kids and teens to be the problem-solvers, innovators and leaders who shape our world. We have exciting work ahead as we seek to double the youth we serve and ensure kids are life- and workforce-ready at 100 percent of our Clubs. But before we look to the future, it's time to celebrate all that we've accomplished together this past year. Please enjoy our 2017 Annual Report and know that we could not, and cannot, do this work without your selfless support. Thanks to you, millions of young people are on their paths to great futures.



Myron Gray  
Chairman



James L. Clark  
President and CEO

### OUR MISSION:

To enable all young people, especially those who need us most, to reach their full potential as productive, caring, responsible citizens.

# 4,300

chartered Boys & Girls Club facilities, including approximately:



## 1,659

school-based Clubs



## 1,008

Clubs in rural areas



## 484

BGCA-affiliated Youth Centers on U.S. military installations worldwide



## 287

Clubs in public housing communities



## 186

Clubs on Native lands



# 4.3 MILLION

youth served annually

# 1.98 MILLION

registered members, including 559,000 teens

# 2.3 MILLION

youth served through community outreach

## 54%

were non-members from local neighborhoods who participated in community outreach programs, activities and special events.

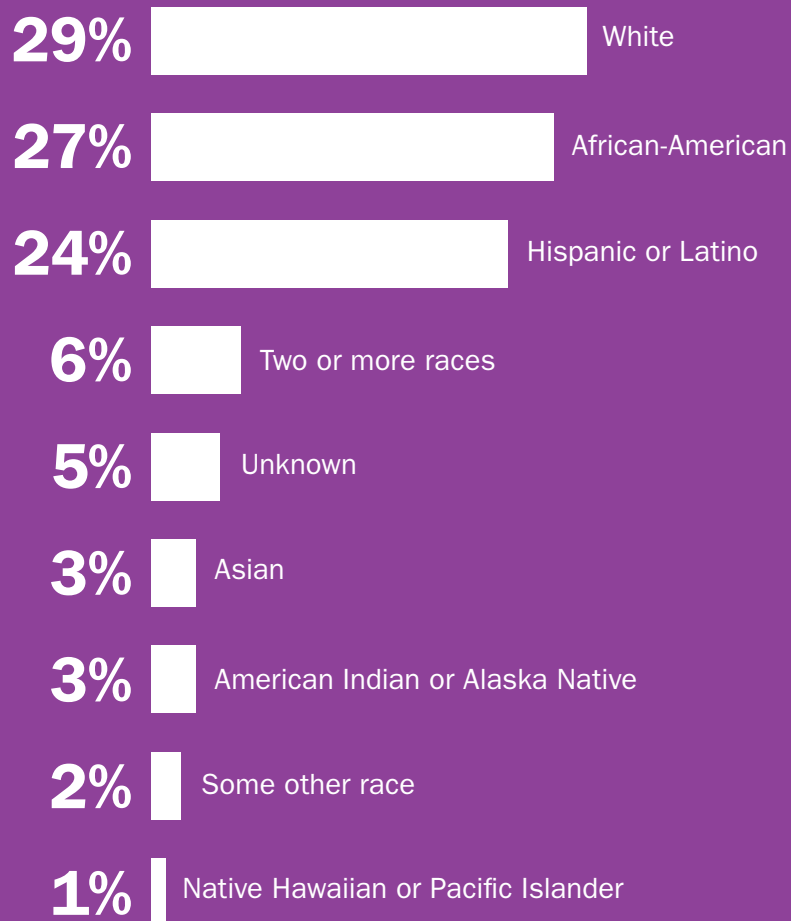
## 46%

were Club members who participated in daily programs and services.

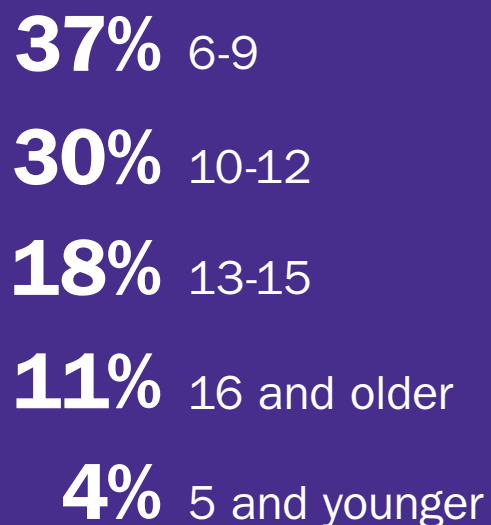


On a typical day, **458,000** children and teens attend a Boys & Girls Club

## ETHNICITY



## AGES



**55%** Male

**45%** Female



**BOYS & GIRLS CLUBS  
OF AMERICA**

**413,000**

adult staff  
and volunteers

**323,000**

volunteers

**64,000**

adult professional staff

**26,000**

board members



*\* Compiled from annual report data received from member organizations*





# UNIQUE CHARACTERISTICS OF BOYS & GIRLS CLUBS

**Boys & Girls Clubs serve** small towns, large metropolitan areas, public housing communities and Native populations. Club programs and services also enrich the lives of youth in public and private schools, as well as those who live on U.S. military installations worldwide.

Clubs are community-based, building-centered and led by professional staff. They offer youth development programs, determined by local necessity and available resources, to meet the interests and needs of young people ages 6-18.

## **Boys & Girls Clubs provide:**

- **Safe places** to play, laugh, discover and learn during out-of-school time, including the summer.
- **Life-changing programs** that help youth advance in three key outcome areas: Academic Success, Good Character and Citizenship, and Healthy Lifestyles.
- **Opportunities to build new skills** so that kids can succeed and receive recognition for personal accomplishments.
- **Ongoing, supportive relationships** with caring adults and friends that foster a sense of belonging, responsibility, civility and civic engagement.

## **How the National Organization Serves Local Boys & Girls Clubs**

In 1906, 53 local Clubs banded together to establish a national organization. Since then, the national organization, now known as Boys & Girls Clubs of America, and local Clubs have collaborated to help America's youth reach their full potential.

Through its Atlanta headquarters, regional service centers, and Government Relations office in Washington, D.C., BGCA provides Clubs with assistance and support in youth program development, board and staff development, organizational planning, resource development, marketing and communications, and administration and management. Key functions include:

- **Assisting Clubs** with outcome-based program planning and evaluation
- **Providing comprehensive child safety** resources to protect youth and position Clubs as catalysts for child protection
- **Helping community leaders** establish new Clubs and expand existing ones
- **Providing training** experiences, management consultations and resources for staff development, volunteer recruitment, marketing, fundraising, compensation and benefits administration
- **Promoting greater public awareness** about Boys & Girls Clubs' mission and impact
- **Addressing legislative and public policy issues** affecting young people and the volunteer sector.

## 2017 PARTNER SPOTLIGHTS

For young people to achieve great futures, they must excel academically, give back to their communities and take responsibility for their well-being. To support these key outcomes, BGCA provides national programs that focus on Academic Success, Good Character and Citizenship, and Healthy Lifestyles. We extend our sincere thanks for the generous support of our 2017 partners and sponsors in these impact areas.



### Aaron's

Aaron's is a supporter of the Keystone Club program, BGCA's premier teen leadership and character development program. The program is designed to inspire service and leadership with teens in the areas of community service, academic success, career preparation and teen outreach. Aaron's is the presenting sponsor of BGCA's National Keystone Conference, a culminating event for Keystone Clubs. Finally, Aaron's supports Keystone through Teen Center Refresh grants and completed 25 refreshes in 2017.



### Altria

Altria's partnership with BGCA supports Clubs through two programs – Success360° and More Members More Often. Success360° enables and encourages Clubs to connect with other youth-serving organizations to better serve their members. Through More Members More Often, Altria supports building Clubs' capacity to recruit and retain members and their ability to provide a high-quality program experience to the members they serve.



### Anthem Foundation

Anthem Foundation's longstanding relationship with BGCA helps to improve health and wellness factors among today's youth to create healthier future generations. Together, through a whole-child approach to health education, BGCA and Anthem are leveling the playing field to ensure great futures are possible for all kids in all communities. In 2017, the Anthem Foundation provided nearly 150 grants to Clubs.



### Argosy Foundation

In 2017, Argosy Foundation made a multi-year generous investment to support BGCA's 2020 Government Relations Strategic Vision. With their support, BGCA's driving social change by promoting policy and regulation to benefit our nation's children and youth. The Argosy partnership supports federal, state and local engagement and advocacy. It also builds local Clubs' and State Alliances' capacity to develop their own government relations strategies, with a goal of becoming the leading voice on behalf of America's youth.



### AT&T

To drive youth outcomes and ensure every Club member graduates on time with a plan for the future, AT&T is funding our work in quality improvement and expanding this scalable approach in four new markets to drive critical staff and youth impact in the out-of-school space. Additionally, AT&T continues to support the Aspire Mentorship Engagement Program.



### Bridgestone

In 2017, Bridgestone Retail Operations (BSRO) continued to support BGCA's Great Futures Campaign with an in-store cause campaign at 2,200 Firestone Complete Auto Care, Tires Plus, Hibdon Tires Plus and Wheel Works tire and automotive service centers nationwide. BSRO's partnership empowers Clubs to increase their average daily attendance, thus serving more members more often, and ensuring every kid and teen is engaged productively during out-of-school time.



### Buffalo Wild Wings

A BGCA partner since 2013, Buffalo Wild Wings supports the development and growth of ALL STARS team sports through its Team Up for Kids mission. These high-quality football, basketball, cheerleading, soccer, dance and step programs are designed to build character and teach Club youth skills that help them succeed on and off the field.



### Charles Schwab Foundation

Since 2004, the Charles Schwab Foundation has partnered with BGCA to develop and administer Money Matters: Make it Count, BGCA's financial literacy program designed to prepare participants for college and career, which has impacted more than 930,000 youth. In 2017, 86,739 Club teens in 1,655 Clubs participated in Money Matters. Clubs are integrating the Reality Store into their Money Matters programming, adding real-life experiences that help introduce or confirm information from the traditional sessions.



### The Coca-Cola Company

The Coca-Cola Company has supported Boys & Girls Clubs for over 70 years and continues to partner with Boys & Girls Clubs through Triple Play, BGCA's premier health and wellness program, as well as other national programs, volunteer engagement and local support of other activations.



### Comcast NBCUniversal

Longtime partner Comcast NBCUniversal continues to support BGCA as the Presenting Sponsor of MyFuture, BGCA's technology initiative designed to teach Club members about the digital world, ignite their passions and ensure all youth are prepared with the technology skills needed for success in the 21st century.





### **Comic Relief, Inc. (Red Nose Day Fund)**

In 2017, BGCA was a nonprofit partner for Red Nose Day, which raised \$40 million to support their mission of ending childhood poverty around the world. Funds from Red Nose Day supported the implementation of Summer Brain Gain to help curb summer learning loss, provided food during the summer to underserved youth, helped Native Clubs build capacity and enabled Clubs in Puerto Rico to extend services to kids affected by Hurricane Maria.



### **Deerbrook Charitable Trust**

In 2017, longtime partner Deerbrook Charitable Trust continued to support BGCA's Advancing Philanthropy, a transformational fundraising and sustainability planning effort. Advancing Philanthropy embeds a culture of philanthropy in Clubs that increases organizational and fundraising capacities to generate greater community investments in the critical work of our Movement.



### **Disney**

For more than 50 years, Disney and BGCA have worked together to inspire generations of leaders, innovators and dreamers. As the Presenting Sponsor of BGCA's National Youth of the Year program, Disney supports and recognizes those Club members who exemplify leadership and service, academic excellence and healthy lifestyles, inspiring our entire Movement of over 4 million youth to achieve great futures.



### **Dr Pepper Snapple Group, Inc.**

Dr Pepper Snapple Group (DPSG) is the National Sponsor of Boys & Girls Clubs' Alumni & Friends. Through their three-year commitment, DPSG helped Alumni & Friends launch the "Stay Connected" campaign to engage and support new Club alumni who have recently graduated from high school. Alumni & Friends aims to register graduating seniors as alumni, promote readiness for college and careers by providing them with online tools, tips and resources, and connecting them to a global network of passionate and dedicated alumni who can provide valuable guidance and mentorship.



### **Fluor Foundation**

Fluor Corporation, through its foundation, partners with BGCA to help teens and youth development professionals living on military installations worldwide develop critical skills in resiliency and reintegration through the Military Teen Ambassador program.

### Gap, Inc.

Gap has partnered with BGCA for many decades. In 2017, Gap continued to expand their impact through a summer in-store back-to-school backpack and donation drive that divided the country into three regions of two-week campaign waves. Clubs aligned with a Gap or Gap Factory store, while also supporting workforce readiness and the CareerLaunch program. Thousands of backpacks and supplies were donated to youth in underserved communities.



### The Hartford

Through a \$3 million partnership, BGCA and The Hartford are developing the next generation's workforce by creating college and career centers in Boys & Girls Clubs across the country, reaching thousands of teens every year. The College and Career Centers, powered by The Hartford, will provide teen members of the Club with opportunities to explore career paths to help prepare them for their next step after high school.



### HSBC

HSBC is a longtime supporter of local Boys & Girls Clubs around the country. Thanks to the bank's generous contribution to celebrate its 150-year anniversary, several local Clubs will enhance their summer learning and Summer Brain Gain programs, as well as STEM, arts and career exploration programming.



### Kimberly-Clark

For over nine years, Kimberly-Clark has been a proud partner of BGCA, most recently supporting SMART Girls, a program encouraging healthy lifestyles and relationships by giving girls the space, support and tools to navigate adolescence and emerge as strong, healthy young adults.



### Kohl's

During BGCA's 2017 Back2School™ Campaign, Kohl's donated \$1 for every pair of jeans purchased, resulting in a \$1 million donation. In addition, Kohl's customers had the opportunity to support BGCA through the purchase of T-shirts with inspiring, fun messages such as "Always Be Brave" and "Be Silly, Be Honest, Be Kind." Not only did Kohl's raise significant funds through cause marketing, Kohl's associates also donated their time to Clubs around the country.



### Lowe's

Lowe's has partnered with BGCA since 2009 to help Build Great Futures Together for America's youth by providing grants to local Clubs that increase safety and comfort. In 2017, BGCA and Lowe's continued Renovation Across the Nation, our signature partnership platform, in which the company provided \$50,000 grants to at least one deserving Club in every state and the District of Columbia. In 2017, Lowe's also launched its inaugural in-store donation campaign, raising over \$1.6 million, donating over 1,048 bikes to Club youth and volunteering over 5,000 hours through the Lowe's Heroes program.







### Major League Baseball Charities

In 2017, Major League Baseball continued its deep and far-reaching commitment to youth and Boys & Girls Clubs. From high-impact programs introducing children to baseball to national campaigns raising public awareness about the vital youth development services Clubs provide in their communities, the multi-faceted partnership has positively impacted Clubs throughout the nation. Over the next five years, MLB and BGCA will renovate 30 Boys & Girls Clubs in select MLB markets with updated baseball fields, technology and/or teen centers.



WHAT'S INSIDE MATTERS®

### Maytag

In 2017, Maytag and BGCA continued their shared commitment to recognize dependability through the Maytag Dependable Leader Awards, honoring outstanding Club professionals and volunteers. Recipients received this distinction and \$20,000 to support their Clubs' efforts to provide a safe, dependable environment for kids and teens.



### Microsoft

Over the course of two decades, Microsoft has donated more than \$150 million in software, cloud services, cash grants and employee time to BGCA and local Boys & Girls Clubs. Today, Microsoft's focus is on increasing opportunities for youth to learn computer science and empowering them to achieve more for themselves, their families and their communities. Microsoft has partnered with BGCA in the development of computer science programming, computer science grants and awareness materials to be leveraged Movement-wide.



### National Vision

National Vision continued their partnership with BGCA to increase its reach and impact in 2017. The partnership provided free vision screenings, comprehensive eye exams and free eyeglasses to members in over 200 Boys & Girls Clubs through America's Best Contacts & Eyeglasses retail locations.



New York Life  
Foundation

### New York Life Foundation

For over six years, New York Life Foundation has partnered with BGCA to help Clubs provide a supportive environment for grieving children and their families and help build the social-emotional development skills needed to thrive. The Be There initiative provides training, resources and strategies that increase Clubs' capacity to support youth who are grieving and help Clubs develop strong, supportive relationships among four focus areas: youth, staff, families and community. Our partnership enabled BGCA to create training curricula and tools for youth development professionals, including coping with loss in Native communities, during the holiday season and during unexpected traumatic events. We formed many national and community partnerships and launched Ready, Set, Action, an action-packed social and emotional development curriculum for youth.

### Old Navy

For more than 20 years, Old Navy has supported Boys & Girls Clubs in their efforts to turn learners into leaders and empower Club members with real-world training, skills and jobs. Through in-store cause marketing campaigns, Old Navy supplies funding to local Clubs, invests in national character and leadership development programming such as Torch Club, and provides volunteer engagement, job shadowing and first-job opportunities to youth.



### Planet Fitness

BGCA is a nonprofit partner of Planet Fitness' philanthropic initiative, The Judgement Free Generation®, which is designed to combat the judgement and bullying faced by many youth by creating a culture of kindness and encouragement. In 2017, Planet Fitness celebrated its 25th year in business with a special evening that raised more than \$400,000 for the cause. The company also raised more than \$1 million benefitting BGCA through a cause marketing program in October 2017. Through this partnership, Planet Fitness has funded evidence-based training for Club professionals and teen leaders on social-emotional resiliency, awarded scholarships to youth who promote acceptance and inclusion in their communities and built Mini Planet Fitness gyms within select Boys & Girls Clubs across the country to provide youth a welcoming, safe environment to be physically active.



### Raytheon

Raytheon partnered with BGCA to create 22 STEM Centers of Innovation at Clubs and BGCA-affiliated Youth Centers on U.S. military installations worldwide to serve military-connected youth. STEM Centers of Innovation equip dedicated STEM staff and Raytheon employee mentors with exercises using real-world applications for science, technology, engineering and math to enhance young people's understanding of STEM and strengthen their critical thinking skills in preparation for college and military or civilian careers.



### Ross

With a focus on helping local kids learn and achieve academic success, Ross is the national sponsor of Power Hour, BGCA's interactive homework assistance program. In addition to providing scholarships to graduating Club seniors, Ross hosts grand opening events at select Ross Dress for Less and dd's DISCOUNTS stores to benefit local Clubs. In 2017, Ross partnered with BGCA to engage its customers in one of BGCA's most successful cause marketing activations.



The Samsung logo is displayed in a bold, blue, sans-serif font.

### **Samsung**

Samsung Electronics America, Inc. partners with BGCA to ensure youth have a place to become tomorrow's STEM leaders. In 2017, Samsung supported the DIY STEM program and staff trainings to ensure the best experience for Club members, helping Club staff feel confident, capable and empowered to speak to best practices in STEM programming, assessment and evaluation. Samsung also provided selected Clubs with tablets to support STEM program efforts, and products to the Climate Superstars program.

The logo for the S.D. Bechtel, Jr. Foundation features a stylized graphic of three horizontal lines to the left of the text "S. D. BECHTEL, JR. FOUNDATION" in a serif font, with "STEPHEN BECHTEL FUND" in a smaller font below it.

### **S.D. Bechtel, Jr. Foundation**

S.D. Bechtel, Jr. Foundation has supported BGCA's system of continuous improvements, learning and adult practitioner training for the Movement. By supporting a high-quality Club Experience, continuous quality improvement and infrastructure through professional development training, BGCA aims to strengthen Club and staff practices and increase youth development and character-building outcomes.

The Taco Bell Foundation logo features the words "TACO BELL" in a bold, sans-serif font, with "FOUNDATION" in a smaller font below it, and a stylized bell icon between the words.

### **Taco Bell Foundation**

Since 2013, the Taco Bell Foundation and BGCA partnership has supported the country's next generation of leaders: America's teens. Taco Bell's support, both nationally and locally, provides resources and programs to inspire and enable teens to graduate from high school and unlock opportunities for college and the workforce.

The T-Mobile logo features a stylized "T" made of three horizontal bars, followed by the word "Mobile" in a sans-serif font.

### **T-Mobile**

Beginning in 2017, Clubs across the country have been given the opportunity to take a group of teens to their local T-Mobile store for a hands-on career experience/exposure event called Generation T. Participants are invited to experience the latest mobile technology and be inspired to think about their next steps toward career success, instilling within them the message that regardless of their background, a career is within reach.

The Toyota logo is displayed in a bold, red, sans-serif font.

### **Toyota**

Beginning locally in 2007 and growing into a national partnership, Toyota is proud to support Boys & Girls Clubs in their efforts to inspire future innovators, problem solvers and leaders who will make a positive impact on our communities and our country. Toyota is the Signature Sponsor of BGCA's Youth of the Year leadership development suite, which honors our nation's most remarkable youth on their path to great futures and encourages all young people to "Start their Impossible." Toyota also provides scholarships, internship programs and vehicles to local Clubs.



### UPS Foundation

The charitable arm of UPS has partnered with BGCA since 2009 to implement UPS Road Code, a national program to teach safe driving to Club teens. Since 2009, this program has reached approximately 35,000 teens in Clubs across the country.



### U.S. Cellular

U.S. Cellular works with BGCA and local Clubs to support STEM education and academic success. U.S. Cellular strengthens this relationship through financial donations, volunteer engagement, in-kind contributions and STEM career days.



### Wallace Foundation

BGCA and The Wallace Foundation have a multi-year partnership to expand arts learning opportunities for youth through the Youth Arts Initiative. Urban Clubs are testing innovative high-quality arts programming by applying evidence-informed success principles including hiring professional practicing teaching artists, building high-quality studio spaces and acquiring state-of-the-art technology. Club members who participate in the Youth Arts Initiative report higher levels of engagement and artistic skills that enhance academic performance and the development of vital skills needed for graduation.



### World Wrestling Entertainment, Inc.

WWE and BGCA's national partnership is designed to further enhance youth development at local Clubs across the country. The new partnership focuses on bullying prevention efforts around Be a STAR, WWE's anti-bullying initiative, and its mission to encourage young people to treat each other with respect through education and grassroots initiatives. WWE Superstars and Divas, many of whom are Boys & Girls Club alumni, participated in anti-bullying rallies at local Clubs across the U.S., where they interacted with youth and shared their personal experiences. In 2017, WWE, BGCA and Yale University's Center for Emotional Intelligence released the revised Be A STAR curriculum, focusing on empowering youth through emotional intelligence.



### Verizon Foundation

In 2017 the Verizon Foundation continued its partnership with BGCA by supporting the expansion of the App Lab pilot – a coding program that teaches Club members the fundamentals of computation, critical thinking and problem solving as they conceptualize and design their own apps. The Foundation, in coordination with the Bureau of Indian Education, also funded Digital Pathways, which leverages mobile technology to provide Native youth with digital literacy skills, adaptive academic enrichment, indigenous culture preservation and STEM engagement.



# ANNUAL CAMPAIGNS

## Planned Giving

BGCA continues to provide services that help Clubs recognize, secure and close planned gifts. More than 300 commitments with an estimated expectancy of \$24.2 million were documented in 2017. Since 2003, when BGCA began assisting with planned giving, Clubs have secured more than \$281.2 million in planned giving expectancies. A planned gift is a truly inspiring way to leave a personal legacy and impact lives for generations to come.

## Individual Giving Recognition Societies

BGCA's three national recognition societies provide a way for local Clubs to thank and honor individual donors who make an impact on children's lives.

**The Jeremiah Milbank Society** acknowledges generous individuals who donate unrestricted gifts of \$10,000 or more to a local Club. In 2017, more than 1,450 such donors were recognized. Society members, more than 64 percent of whom were renewing members, collectively contributed \$43.6 million to Clubs in 2017.

**The Heritage Club** is a national deferred giving society that recognizes individuals who have named BGCA or a local Club in their estate plan. In 2017, BGCA recognized over 3,390 members of 264 local Heritage Clubs, an increase over previous years.

**The Lifetime Giving Society** honors donors who show a deep commitment to Boys & Girls Clubs through significant contributions during their lifetime, totaling a cumulative \$250,000. In 2017, The Lifetime Giving Society grew to 139 Clubs (an increase of 18.8 percent), recognizing a total of 637 members (an increase of 17.3 percent).



# 2017 ANNUAL REPORT PROGRAMS



## Native Services

BGCA serves young people from a vast array of populations, but there are some communities with unique challenges and strengths that require a tailored approach to youth development.

As we proudly serve American Indian, Alaska Native, Native Hawaiian and American Samoan youth, we carefully create programming that speaks to the lived truths of Native people paired with targeted trainings for Boys & Girls Club leaders and staff.

2017 marked 25 years since BGCA and our Native communities became partners. In that time, BGCA has partnered with Tribal Nations, supporting their efforts to create opportunities for Native youth to succeed. Native youth draw strength from their culture, and BGCA Native Services supports deepening Native youth's cultural identity through relevant programming that promotes positive youth development.

**Today, BGCA is the nation's largest service provider to Native youth, supporting a network of 186 Native Clubs that serve approximately 90,000 youth in 28 states, representing some 100 diverse American Indian, Alaska Native, American Samoan and Native Hawaiian communities.**

To ensure Native youth have access to programs and curricula that address their specific needs, Native Services has adapted many of BGCA's evidence-based programs and campaigns to incorporate Native culture and beliefs. To date, we have adapted programs centered on academics, health and wellness, digital engagement, teenagers and workforce development. These adaptations guarantee Native youth are wholly immersed in programming that speaks to the unique aspects of their lives.

BGCA Native Services also recognizes the value of professional training when serving Native youth — it not only enhances the experience of Club members

**The Woodland Boys & Girls Club of Neopit, Wisconsin**, received a grant from the Native Youth and Culture Fund to enhance culture and language awareness and promote youth empowerment, leadership and community building. Woodland seeks to “Build Brighter Futures through Language & Culture” by incorporating the Menominee language into Club programs, teaching traditional songs and dances, and educating youth on local hunting, fishing and gathering practices. The ultimate goal is to aid youth in developing their mind, body and spirit. Teaching youth about their language and culture, in particular, has been seen to boost their self-esteem, promote positive identity formation and build resiliency to negative behaviors.

“The connection to who they are as Omaeqnomaenwuk is critical to their development as good, caring human beings. I think the research is also starting to show the impact of cultural programming on our youth in today's society. My personal experiences and what I see in our community speak volumes about the importance of culture to every generation of our people.”

- Club CEO Ron Corn

but decreases staff turnover. This year, staff had the opportunity to take part in a variety of in-person trainings that covered topics from leadership skill development to advanced philanthropic growth.

The many success stories from Boys & Girls Clubs on Native Lands throughout 2017 demonstrate the exceptional efforts put into serving Native youth and indicate further achievements among Native Clubs in coming years. We remain dedicated to providing Native youth with programming that will ensure they remain strong and resilient for generations to come.







### **Military Services**

For over two decades, BGCA and the U.S. Armed Services have partnered to help children of military families face the unique challenges of military life. Today, this enduring partnership continues to

provide children of military personnel with critical youth development programs and activities, giving families the vital support they need. In 2017, some 510,000 youth were served at 484 BGCA-affiliated Youth Centers on U.S. military installations worldwide.

**Children of the approximately 75 percent of military families who live outside installations were awarded one-year, no-cost Boys & Girls Club memberships. In 2017, 27,734 military youth were served by 1,547 traditional Clubs.**

BGCA is committed to leveraging our scale, influence and partnerships to support military families. That's why we created the Better Together Military Public-Private Partnership (MPPP). The goals of MPPP are to increase outreach and support services to 250,000 military families over the next five years. These youth will be served through community outreach, partnerships and by Clubs in local communities.

### **Gen. Darren W. McDew U.S. Air Force**

Darren McDew and his three brothers attended the Boys & Girls Club for five years while their father was stationed at Langley Air Force Base. Young Darren found a second home at the Club and discovered a talent for leadership. Today, he leads Air Mobility Command, headquartered at Scott Air Force Base in Illinois. As a pilot, he logged more than 3,000 flight hours in a variety of aircraft. Gen. McDew often speaks to young people across the country about achieving success and becoming leaders. He was inducted into the Boys & Girls Clubs of America Alumni Hall of Fame in 2012.

"Today, Boys & Girls Clubs are affiliated with hundreds of Youth Centers all around the world. From talking to today's military youth, I know these young men and women find the Boys & Girls Club an anchor point as they move around the world. When you move so often, everything is new, everything is changing. There are only a couple of constants in your life: one is your family and the other is your Boys & Girls Club Youth Center."







### Boys & Girls Clubs Alumni & Friends

Some of our most ardent advocates are former Club members — they know the power of Boys & Girls Clubs

because they've experienced it themselves. In fact, 54 percent of alumni say the Club "saved my life." To turn past Club members and supporters into a global community that's passionate about our mission and dedicated to giving back to Clubs, BGCA launched Boys & Girls Clubs' Alumni & Friends in 2015. The initiative is designed to motivate Club alumni to:

- **Connect** – Reconnect with your hometown Club, connect to a local Club and network with fellow alums around the world.
- **Develop** – Access exclusive career resources, experiences, mentorship opportunities and scholarships designated for Club alumni.
- **Give Back** – Share your voice as an advocate, donate to BGCA or a local Club, or serve as a mentor or volunteer.

In 2017, three primary strategies propelled our success: identification/recruitment, community engagement, and increased Club capacity by partnering with Clubs to provide them with more hands-on support. BGCA rallied our base of alumni and friends who have been positively impacted by a Club to show their pride. By the end of 2017, we stood 70,927 Alumni & Friends strong.

We created our first integrated digital campaign — #BGCmade — to drive recruitment and engagement in partnership with Dr Pepper Snapple Group. The campaign created a new benchmark in social media growth for the Alumni & Friends Facebook page. BGCA also launched Alumni & Friends Ambassadors in 2017, which provides young alumni the opportunity to serve as advocates in the social space.

We saw tremendous growth in our efforts to provide Clubs with resources and support to strengthen

### Dr. Michael G. Galvez, Pediatric Reconstructive Surgeon

Michael's experience at the Columbia Park Boys & Girls Club in San Francisco helped shape his personal growth starting at age 6. Throughout Michael's time at the Club, he was encouraged to choose between hands-on activities that included wood work, clay and art, and educational activities such as reading and technology. Thanks to his Club Experience, Michael built his self-confidence and acquired skills that contributed to his success at school. As a college student, Michael often gave back to his Club by providing health-related education classes to underserved youth. Those valuable lessons stuck with Michael, who became a successful pediatric reconstructive surgeon. Michael is grateful for the initial guidance given to him by the Club — for without it, he would not be where he is today.

local alumni recruitment and engagement, as well. In 2017, BGCA integrated Alumni & Friends into 14 Club trainings and conferences, where we facilitated sessions that provided local staff with program updates and trainings. During these conferences, we also launched one-on-one Club consultations that allowed for individual support and guidance to Clubs.

To continue building capacity in local Clubs, Alumni & Friends launched a new resource guidebook that outlines the role alumni can play in driving financial and human resources as potential volunteer leaders, board members, donors, advocates and mentors. Together, we are working to keep alumni engaged in the Club and ensure young adults have access to resources and caring mentors as they transition from Clubs to college and professional careers.



### Distinguished Alumni



**Carlos P.**

2017-18 National Youth of the Year  
Boys & Girls Club of Clifton  
Clifton, New Jersey

### Alumni Hall of Fame, Class of 2017



**Anthony Anderson**

Actor,  
Watts/Willowbrook  
Boys & Girls Club,  
Los Angeles



**Tony Clark**

Executive Director,  
Major League Baseball  
Players Association,  
Boys & Girls Clubs of  
San Diego, San Diego



**Skylar Diggins**

WNBA All-Star,  
Boys & Girls Clubs of  
St. Joseph County,  
South Bend, Indiana



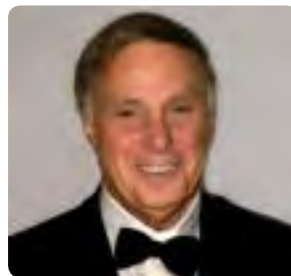
**Dante Lauretta,  
Ph. D.**

Professor of  
Planetary Science  
and Cosmochemistry,  
Boys & Girls Clubs of  
Metro Phoenix,  
Phoenix, Arizona



**Paul "Triple H"  
Levesque**

WWE Wrestler  
and Executive,  
Boys & Girls Club of  
Greater Nashua,  
Nashua, New  
Hampshire



**Philip S. Schein, M.D.**

Medical Oncologist,  
Asbury Park  
Boys Club,  
Asbury Park,  
New Jersey



**Jason Witten**

NFL All-Pro (retired),  
Boys & Girls Club of  
Elizabethton/Carter  
County, Elizabethton,  
Tennessee



### Child & Club Safety

Keeping 4.3 million kids and teens emotionally and physically safe is a monumental responsibility that

Boys & Girls Clubs of America takes very seriously. As an organization, we strive to improve upon Club safety every year to maintain the best possible environment for youth.

At the national level, our Child & Club Safety Team is composed of safety experts who provide support to local organizations on a variety of issues, including physical and emotional safety, facilities management, emergency management, child sexual abuse prevention and disaster preparedness. In addition to providing trainings, consultations and guidance, the Child & Club Safety Team helps coordinate Club-led action. In 2017, we tapped into the collective power of Clubs once again to enact the most significant safety achievement of the year — stronger safety-related membership requirements for Clubs.

Leaders from across the Movement overwhelmingly voted to enhance the existing requirements for Clubs; 93 percent of participating organizations voted in favor of new requirements including liability insurance, background checks, emergency response plans and safety assessments. The new requirements were approved by special vote in December 2017.

Requirements are significant to maintain a baseline of safety, but they're only part of the equation. Club staff have an extremely important role to play as well. Club employees have access to a variety of safety training opportunities from BGCA and through partner organizations. Specific courses on overall child safety and supervising young people are available through an online talent development portal. Additionally, BGCA provides Clubs with safety training opportunities throughout the year at the Regional Leadership Conferences, Area Council meetings, statewide All-Staff Conferences, New Executive Orientation and in forums of the Advanced Leadership Program.

On a local level, Clubs maintain board-led safety committees that lead organizational safety agendas, identify areas of improvement and implement solutions to ensure the safety of all members, staff and volunteers. An online organizational safety assessment tool enables Clubs to perform self-assessments, at the site and organization level, that provide immediate recommendations and links to BGCA safety resources to help each organization create a board-driven safety improvement plan.

Measures are also taken to ensure Club members themselves genuinely feel safe. The 2017 National Youth Outcomes Initiative member survey included questions designed to gauge young people's perception of safety in Boys & Girls Clubs every day. The results will help Clubs create and maintain a safe environment where members can forge supportive relationships with peers and caring adults.

While we work to ensure the safety of our children, it's not possible to prepare for every situation. When incidents do arise, BGCA's Critical Incident Management System provides Clubs with a reporting mechanism. This system gives BGCA's field team the ability to activate critical support and resources to organizations, members and communities.

BGCA strives to address safety concerns in the broader community as well. In 2017, we convened Club youth and staff from Boys & Girls Clubs of Baltimore, Cleveland, Memphis and Kansas City with the FBI, DEA, Department of Justice and members of Congress for the "Rebuilding Trust between Youth and Law Enforcement" meeting in Washington, D.C. From the event, a white paper that lays out a plan for collective impact was published earlier this year. BGCA continues to be an advocate and innovator in leading the way to a safer world for our nation's children so they can achieve great futures.

**Boys & Girls Clubs are sometimes the only safe place for kids and teens in their neighborhoods.**

That's why it's so important that Clubs are open and can offer engaging programs to older members. This is especially true for Boys & Girls Club of Rockford in Illinois. Rockford is the most violent city in the country for populations under 200,000. Given the urgency, the Club launched a successful 50 for 50 challenge, raising \$50,000 to accommodate 50 weeks of extended hours and days, which their board of directors and community overwhelmingly supported. The Club used the funding to schedule more staff during the additional hours and install security cameras so staff could focus solely on members and programming. Also notable was the Club's successful engagement of the local clergy-led Peace and Nonviolence Coalition. This

partnership provided volunteers to the Club, ensuring a safe, fun and engaging environment for children and teens.

"Without a doubt the most significant impact was securing the initial funding to open the Club six days a week until 10:00 pm. We had over 80 teens come that first Saturday we were open. The secured entrance with cameras enabled our staff to focus more on programming with the teens in the Club and not worry about distractions or disruptions. Every Friday a police officer visits the Club for at least an hour, participating in activities with teen members. Having an officer play pool or video games with our teens has been essential in developing healthy relationships between law enforcement and youth."

– Clifford J. Stoner, Chief Executive Officer



## Government Relations and Advocacy

Moving beyond the doors of our Clubhouses to serve as an advocate for all youth is a priority of our Great Futures 2025 strategic plan. To accomplish this goal, we are implementing a Government Relations plan to build awareness and understanding of the importance of out-of-school time and youth development as economic, moral and national imperatives. To that end, BGCA is establishing dynamic local and national partnerships with public and private institutions. Recognizing no single organization can provide everything needed to enable youth to succeed, BGCA will step up as the convener and facilitator to maximize the collective resources of communities across the nation.

In 2017, our Government Relations efforts allowed BGCA to provide more children and teens across the country with high-quality youth development programming including:

- 38 new school partnerships
- 5,051 youth served
- 21 Clubs implemented new STEM programming
- 1,767 more hours of summer learning programs
- 5.06 million meals and snacks
- 21,000+ snacks and meals daily

As part of our plan, we are working to increase support at the federal, state and local levels through the following actions.

**Federal:** Implementing aggressive youth-related advocacy efforts, adjusting strategy during times of transition, expanding partnerships with policymakers and influencers, and promoting collaboration with a goal to diversify funding sources.

**State:** Growing public funding to Clubs via Boys & Girls Club State Alliances, building out aggressive statewide advocacy plans and board of trustee engagement.

2017 marked the start of a three-year partnership with the Argosy Foundation. Argosy's funding is not only advancing BGCA's Government Relations strategy. It is also strengthening Clubs' capacity to serve more youth, more often and with more impact through diverse federal and state funding. Their investment allows BGCA to provide trainings, toolkits and consultations to Clubs that focus on advocacy planning and engagement.

**Local:** Expanding the capacity of local Clubs to advocate, launching a grassroots advocacy campaign, and increasing access to healthy meals and snacks through the USDA and 21st Century Community Learning Centers programs.

2017 was a landmark year in our advocacy work. We provided online and conference training to State Alliance directors, Club staff and volunteers that will expand the Movement's capacity for advocacy engagement at the national, state and local levels. We advocated for and supported local Clubs' efforts to successfully secure the largest amount of funding budgeted for 21st Century Community Learning Centers. This is particularly notable as the FY2018 budget proposed to not fund the program at all.

Through our Government Relations plan, BGCA is learning to accelerate impact by increasing support to local Clubs' advocacy efforts. Advocacy and Government Relations are not core strengths of many Clubs, which often find it difficult to strategize and navigate the political system. BGCA is helping Clubs build capacity and knowledge of advocacy and political relationship-building. We are developing toolkits with presentation decks, sample one-pagers and year-round advocacy calendars as well as best practices for advocacy planning and engagement. These toolkits also provide Clubs with tips to host elected officials and engage them on a consistent basis.



## Advancing Philanthropy

When BGCA embarked on the Great Futures Impact Plan in 2012, our goals were to reach more youth and elevate the importance of out-of-school time. We recognized Clubs needed sufficient resources to support their efforts to reach and retain youth. Accordingly, we made it a priority to develop Clubs' fundraising capacity through Advancing Philanthropy, an initiative that employs training and coaching to enhance staff fundraising skills and increase individual and annual giving.

A key achievement of Advancing Philanthropy is that it created a culture of philanthropy in Clubs' organizational planning process, tying fundraising with mission in a way we'd never before done. A repository of tools, trainings and resources was created to help Clubs at every capacity level advance their skills to:

- Build individual giving programs
- Create annual campaigns
- Establish major giving
- Develop planned giving
- Engage boards and increase board giving commitments and board-driven "friend-raising"
- Address Clubs' unique needs through customized consulting
- Diversify sources of funding

By the end of 2017, we surpassed our original goal to help 500 Clubs cumulatively raise \$292 million in major gifts. When the six-year initiative concluded, 511 Clubs had raised \$367 million and Movement-wide revenue increased 30 percent from \$1.5 billion to \$2 billion.

Clubs that participated in Advancing Philanthropy now run successful annual campaigns, have deeper board engagement and more donors as they build and expand community partnerships. And, they continue to sustain annual growth with increases of 6 to 16 percent each year. Clubs that participated in Advancing Philanthropy are also securing more diverse sources of revenue and building legacy giving streams like endowments. Advancing Philanthropy also influenced our Integrated Direct Marketing and

"Thanks to BGCA, I was fortunate to attend both Resource Development Academy and the Association of Professional Fundraisers' Bridge Conference. It was so helpful to share ideas and challenges with other resource development professionals and learn about current trends in the nonprofit and philanthropic sectors. As a result of the networking and education opportunities, my Club has implemented a revised solicitation schedule, utilizing historical giving trends for our donors. Our thoughtfully designed series of mailed and electronically released appeals increased our annual giving program almost 36 percent in just four months."

Jane Badger  
Resource Development Director  
Boys & Girls Club of Collier County  
Naples, Florida

Alumni & Friends initiatives, creating a pipeline of over 200,000 individual donors and prospects.

While increased individual giving revenue remains Advancing Philanthropy's primary focus, establishing a donor-centric culture of philanthropy is also impacting other business lines. Since 2012, enterprise-wide contributions from individuals have increased 52 percent. At the same time, government contributions grew 16 percent, foundations by 48 percent and corporate support by 74 percent.

Over the last five years, Advancing Philanthropy provided BGCA an invaluable opportunity to better understand the support local Clubs need to drive fundraising capacity, and test and refine our strategies. As a result, Advancing Philanthropy is now a continuum of sequenced tools and services that provide Clubs with continuous learning opportunities to build resource development capacity. The resources that Boys & Girls Clubs of America created have bolstered Clubs' skills to raise and sustain revenue.





## GREAT FUTURES CAMPAIGN HIGHLIGHTS

In 2012, we launched the Great Futures Campaign — an unprecedented impact, awareness and fundraising initiative that leverages our history and scale to close the achievement gap and build safe communities where all kids can succeed. Thanks to our partners, supporters and advocates, we did it! Not only did we conclude the Campaign ahead of schedule, we also exceeded our goal to raise \$450 million, with supporters ultimately investing \$580 million.

Boys & Girls Clubs now serve a record-breaking 458,000 kids a day — an increase of 70,000 from the start of the Campaign. We significantly increased teen membership, the most important and often challenging age to reach, to 577,000 teens annually. In total, our more than 4,300 Clubs across the nation and on U.S. military installations worldwide are providing life-changing experiences and a path to great futures for 4.3 million youth annually.



Through the Campaign, we created even more fun, safe Club environments with dedicated, trained staff who deliver innovative youth development programming. We transformed our data collection system and methods to do far more than just count kids by launching our National Youth Outcomes Initiative, an in-depth annual survey that utilizes youth voice to inform our strategy and drive year-round innovation. Our new Executive Leadership Development programming also saw success, including a partnership with Harvard Business School and a pilot program that reduced turnover among Club CEOs from 40 percent to 10 percent in the first two years.

Finally, with Club sites in every congressional district in America and our field-leading youth development data, we elevated our advocacy efforts to ensure youth-related issues are at the forefront of conversations throughout the country.



The number of youth we serve is important because we know every kid does not have equal access to opportunities needed to achieve Academic Success, develop Good Character & Citizenship and lead a Healthy Lifestyle. Where you come from shouldn't determine your opportunities in life. That's where Boys & Girls Clubs of America steps in to help close the divide.

# JOURNEY TO GREAT FUTURES

## 2012

**The Robert W. Woodruff Foundation** kicked off the Campaign with a historic \$20M transformational gift aimed at elevating the performance of Clubs throughout the Southeast to serve as a model for the rest of the country.

ROBERT W. WOODRUFF  
FOUNDATION

The **Deerbrook Charitable Trust** invested \$12M to build the fundraising capacity of Clubs across the Movement, fostering a culture of philanthropy critical to increasing and sustaining our impact on youth. This investment has nearly tripled individual giving to Clubs, growing from \$125M to \$367M.



## 2013

Groundbreaking data collection system, the **National Youth Outcomes Initiative** is scaled across the Boys & Girls Club Movement, utilizing member-provided data to drive strategies and improve youth outcomes. NYOI is the largest privately-held set of youth development data.



**Summer Brain Gain** is piloted at 250 Club sites, quickly expanding to nearly 2,000 Clubs. The fastest scaled program in our history, Summer Brain Gain is helping Club kids stop the summer slide and even achieve gains in math and reading.



## 2014

**BGCA STEM** Strategy launched as a result of the Great Think Series. Our approach is already showing success, 51% of female Club members expressed an interest in STEM fields, compared to just 14% of their peers nationwide.



Fueled by the historic investments of our Founding Partners, the **Great Futures Campaign** is publicly launched in Times Square, calling attention to the importance of out-of-school time and raising the visibility of the life-changing impact of Boys & Girls Clubs. The launch generated over a billion media impressions.





# 2015

A study by the Institute for **Social Research and the School of Public Health** at the **University of Michigan** finds that for every dollar invested in Boys & Girls Clubs, \$9.60 is returned to the local community in current and future earnings and cost-savings. Clubs collectively spend \$1.4 billion annually on operating costs, resulting in \$13.8 billion in lifetime benefits to youth, families and our society.

**Partnership with Harvard Business School** is established as part of our Executive Leadership Development Strategy to build strong leaders at Clubs throughout the Movement.



**HARVARD  
BUSINESS SCHOOL**

**Alumni & Friends Club** is created to harness the power of our 16 million alumni as volunteers, donors and advocates to open more doors for kids and teens who need us most.



# 2016

BGCA established **Better Together**, the nation's first military public-private partnership, aimed at serving 250,000 military-connected youth in civilian communities where the need is greatest by 2020.



BGCA pilots **Every Member Eats Free Every Day** in California, working to help lower food costs for Clubs and guarantee high-quality snacks and meals for members. This program has quickly grown to 4 states, providing over 3.5M meals and snacks to kids at no charge. In 2018, it will expand to include 5 states and provide 2M meals.

# 2017

Launch of **MyFuture** platform inspires youth to safely connect, strive for significant personal, program-driven learning goals, and gain local and national recognition.



The **Club Directors Academy** was created to galvanize local Club leaders and their teams to deliver a world-class Club Experience that supports youth in achieving great futures. Just over 1,100 Club Directors have already participated in the program—nearly 25% of our Movement.

Hosted **"Rebuilding Trust between Youth and Law Enforcement,"** in Washington D.C., convening Club youth and staff from Boys & Girls Clubs of Baltimore, Cleveland, Memphis and Kansas City with the FBI, DEA, Department of Justice, and Members of Congress. Whitepaper has been published and is available on our website. Historic **National Day of Advocacy** resulted in meetings with 40 state delegations to preserve and expand critical government partnerships for out-of-school time opportunities for youth.

# AWARDS AND HONORS

## Awards and Honors

In 2017, BGCA recognized several wonderful supporters for their extraordinary devotion to Clubs and kids.

For their ongoing support of BGCA's mission, Planet Fitness received the Corporate Philanthropy Award, and the Argosy Foundation received the Foundation Philanthropy Award.

For expanding their impact by raising funds and volunteering at Clubs around the country, BGCA partner Kohl's received the Cause Marketing Award.

## Dedicated Leadership

BGCA's distinguished Board of Governors welcomed three new members in 2017.

### Mr. Angel Martinez

Chairman of the Board  
Decker Brands  
Goleta, CA

### Mr. William Rogers

Chairman and CEO  
SunTrust Bank  
Atlanta, GA

### Ms. Nancy Zirkin

Executive Vice President/Senior Advisor  
Leadership Conference on Civil and Human Rights  
Washington, DC





## 2017 BOYS & GIRLS CLUBS OF AMERICA (INCLUDING SUBSIDIARIES) CONSOLIDATED INCOME & EXPENSES

	INCOME	%
<b>GIFT SUPPORT</b>		
Individuals	5,311,242	2.4%
Corporations	77,824,099	34.8%
Foundations	10,164,039	4.5%
Special events	5,309,580	2.4%
Trust funds	1,520,894	0.7%
Public grants (govt grants)	74,022,133**	33.1%
<b>Total Gift Support</b>	<b>174,151,987</b>	<b>77.9%</b>

<b>OTHER REVENUE</b>		
Dues from Clubs	10,356,388	4.6%
Investment income	2,112,521	0.9%
Investment transactions including unrealized gains	35,845,024	16.0%
Miscellaneous	1,433,126	0.6%
Total other revenue	49,747,059	22.1%
<b>Total Support and Revenue</b>	<b>223,899,046</b>	<b>100.0%</b>

	EXPENSES	%
<b>PROGRAM SERVICES FOR CLUBS</b>		
On-site assistance to member Clubs	80,880,391	32.7%
Leadership training and development of youth programs	102,940,633	45.4%
<b>Total Program Services</b>	<b>183,821,024</b>	<b>81.1%</b>

<b>SUPPORTING SERVICES</b>		
Fund raising	19,310,540	8.5%
Management and general	23,466,202	10.4%
Total supporting services	42,776,742	18.9%
<b>Total Expenses</b>	<b>226,597,766</b>	<b>100.0%</b>

<b>2016 NET ASSETS</b>		
Unrestricted	165,323,688	
Temporarily restricted	160,727,239	
Permanently restricted	33,795,614	
<b>Total Net Assets</b>	<b>359,846,541</b>	

\*\*Of this \$65,733,082 was passed through to member organizations



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Vice Chair

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**Mr. Peter C. Morse**  
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Ethicist

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**Mr. William R. Goodell**  
National Capital Region

**Mr. Eugene M. McQuade**  
Northeast Region

**Mr. Eric Shanks**  
Pacific Region

**Mr. Patrick J. Esser**  
Southeast Region

**Mr. Daniel K. Borgen**  
Southwest Region

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Goleta, CA

**Mr. William Rogers**  
Chairman and CEO  
SunTrust Bank  
Atlanta, GA

**Ms. Nancy Zirkin**  
Executive Vice President/  
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Leadership Conference on  
Civil and Human Rights  
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Windermere, FL

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Senior Hoover Fellow &  
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Hoover Institution  
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Epoch Investment  
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Coca-Cola Company  
Shanghai, China

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Actor/Screenwriter/  
Director/Film Producer  
Los Angeles, CA

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**Mr. Larry D. Young**  
President and CEO  
Dr Pepper Snapple Group  
Plano, TX

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