

**Gary and Janice Podesto
Impact Teen Center**

Program Plan 2007

May 1, 2007

Revised June 5, 2007

**Presented by
The Boys and Girls Club of Stockton
*A Positive Place For Kids***

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Background

The year was 1964 and the goal was to build a place where boys and girls from disadvantaged circumstances could gather, learn and feel safe. Thanks to a group of civic-minded individuals led by the Honorable John B. Cechini, the Boys and Girls Club of Stockton (BGCS) became a reality, a Clubhouse was built, and the Club has been providing quality programs for kids ever since.

The Boys and Girls Club of Stockton is a member of the Boys and Girls Club of America (BGCA) national organization. The guidelines that the national organization set forth help us provide superior programs for the young people of Stockton.

The Club is governed by a diverse group of volunteer Board Members. The Board of Directors is responsible for hiring the CEO of the organization. The CEO is then responsible for all day-to-day activities at the Clubhouse. Fundraising and fiscal management is the responsibility of both the Board of Directors and the CEO.

The El Dorado Bowling Alley had been a familiar landmark in Downtown Stockton since the 1960's. After the bowling alley closed, the 18,000 square foot building was acquired by the City of Stockton (COS) and underwent an amazing transformation. As part of then Mayor Gary Podesto's efforts to connect with the city's youth, the Youth Advisory Commission (YAC) was formed. Based on the input of YAC and through the efforts of Mayor Podesto, the City Council, and city staff, the Teen Center was dedicated in 2004.

The center officially opened in 2005 as the Gary and Janice Podesto Impact Teen Center (Teen Center) with oversight of operations shared by the City and the Boys and Girls Club of Stockton. The Boys and Girls Club is now seeking to enter into an agreement with the City as the center's sole operator.

Developing the Program Plan

This program plan evolved over the year-plus that BGCS and COS co-operated the Teen Center, and it will continue to evolve. Specifically for this plan, BCGS received valuable input from COS, YAC, teens from the general population, schools and school district personnel, city leaders, and BGCA. We spent the entire day of April 19, 2007, with Romero Brown, Senior Director of Teen Services for BGCA who conducted a busy all day schedule of meetings with Teen Center stakeholders. Mr. Romero issued a report to BGCS. Additionally,

YAC prepared a very thorough critique of the current operation of the Teen Center complete with suggestions for improvement and the way in which YAC will contribute to the improvement effort. We thank everyone for their contributions to our better understanding of what the Teen Center means to stakeholders and to our grasp of the Teen Center's potential. All of the input we received was analyzed and synthesized to culminate in this program plan per the City Council's request.

Mission of the Boys and Girls Club of Stockton

To inspire and enable all young people, especially those from disadvantaged circumstances, to realize their full potential as productive, responsible, and caring citizens.

Mission of the Gary and Janice Podesto Impact Teen Center

A positive and safe place for kids to gather, our teen-driven center promotes and nurtures personal growth for Stockton teenagers through opportunities to participate in educational, recreational, and social activities in a first-class facility.

Goals

- Engage Stockton's teenagers in positive activities that lead to personal growth and improved self-esteem.
- Provide a safe, attractive, well-maintained facility for teens to gather and interact.
- Increase the number of activities for teens as alternatives to gangs, crime, and isolation.
- Improve Stockton's image as a teen friendly community.
- Support families, schools, and community organizations by providing a place where moral and ethical behavior are modeled and instilled.
- Maintain a participatory environment in which teens interact effectively and practice leadership skills.
- Let teens have fun!

Objectives

- Meet quarterly with YAC to discuss their programming suggestions and other feedback.
- Meet regularly with the "Club Council" and Teen Center stakeholder groups to receive feedback.
- Market the Teen Center effectively with efforts targeted towards teens through a variety of venues. *Marketing efforts*
- Assess the physical condition of the Teen Center as well as its equipment and other contents on a weekly basis as quality control and preventative maintenance measures.
- Develop a staffing structure that plans for expanded enrollment and use of the Teen Center.
- Implement BGCA's recommendations to expand the volunteer base.
- Build on current programming from among suggestions by YAC, other teens, and BGCA to create diverse, teen-centered programs that will provide attractive alternatives for teens to negative and/or destructive pursuits.
- Establish a constant review of programs driven by teens' needs and regular evaluation of programs' effectiveness. *how measured?*
- Connect the Teen Center with community groups and organizations and Stockton citizens through marketing and outreach.
- Provide training for Teen Center employees and volunteers to ensure that high standards for moral and ethical conduct are both modeled by Teen Center adults and expected from Teen Center members. *training dates*
- Establish Keystone Club (BGCA) as a mechanism for developing leadership skills among everyday Teen Center members.

Teen Center Outcomes

Through an ambitious, teen-driven program, the Teen Center will contribute towards an improved quality of life in Stockton as observed by less crime among teens, lower dropout rates for high school students, teens doing better in school, fewer teens in gangs, more teens participating in student government at school and in community initiatives, a greater awareness of community affairs by teens, and increased recognition of the Teen Center by teens and the greater Stockton community.

Evaluation

Hard data for measurement of the outcomes is not maintained under the scope of the Teen Center's authority. The Teen Center will use Kids Track, a computer software program track teen's attendance at the Teen Center and their participation in Teen Center programs.

The BGCS remains committed to the regular, ongoing evaluation of Teen Center programs as a means of ensuring high quality and good service. The BGCS will issue a quarterly report detailing the activities, attendance, and finances of the Teen Center.

Additionally, by May 3 of each year, BGCS will attach a report to its annual program plan to include the following information:

- Attendance data and program tracking statistics (Kids Track software)
- Membership data with demographic information.
- Analysis of interviews and focus groups with stakeholders conducted and summarized by a third party.
- The results of a survey administered to members and their parents, to other stakeholders, and randomly to Stockton citizens.

The increased use of the center by teens and increased awareness of the center in a positive light community-wide will provide the most reliable indicators of success, and the evaluation process will provide essential feedback and input for a continuous improvement process.

Contractual Compliance

BGCS will develop an instrument for assessing its compliance with the provisions of the Operations Agreement (contract) between the City and BGCS. Between January 1st of every year and the required interaction with the COS by May 3, BGCS will engage in a third-party compliance review and will provide the results for consideration and comment by COS.

Clientele and Membership

All teens, ages 13-19, are welcome at the Teen Center. Our interactions with schools and our interviews with young people have made us aware of the fact

that kids seem to be maturing earlier in their years leading us eventually to explore some level of membership for twelve year-olds, too. Prior to making any decisions, we will explore this concept further with YAC, the BGCS Board, and other stakeholders in the Teen Center.

The membership fee is reduced from \$35 to \$5 and will cover the calendar year, January 1 through December 31. Input from YAC and other teens made it clear that the membership fee prevented many of their peers from attending. The reduced fee makes the center more accessible to a greater number of teens while at the same time fostering appropriate buy-in and ownership on the part of the members.

Nothing inside the center except the snack bar will carry any additional charges for use. All teens will identify themselves as members and sign in when they use the center at which time they will also be entered into Kids Track for program tracking purposes.

Facilities

The Teen Center provides recently refurbished, well maintained facilities including four bowling lanes with automatic scoring, one-half basketball court, a rock climbing wall, a stage, a movie room, a computer lab, meeting rooms, and a snack bar.

In the near future, BGCS will purchase equipment to create a mini-fitness club. Students, including those participating in school athletics, are encouraged to utilize these amenities, especially if they don't have their own gym membership. A part-time personal trainer to start a fitness club will be hired.

Hours of Operation

The Teen Center's new hours of operation are as follows:

Monday through Thursday	2:00 – 8:00 pm
Friday and Saturdays	3:00 – 11:00 pm

Staffing

Currently, BGCS employs a full-time office manager and six part-time staff. The BGCA strongly recommends that a full-time Teen Service Director responsible for all programming and supervision of teen-related services. BGCA also recommends that the Teen Center increase its ratio of staff to members.

Our advisor from the national office believes that finding the right person for the Director position is an essential ingredient in the Teen Center's viability and growth. We concur and will seek the resources necessary to create this position. We will also reassess the Teen Center's staffing structure and create a plan for adding employees as membership grows.

Additionally, we will hire local teens to work in most of the part-time positions at the Teen Center.

Once a Teen Services Director is in place, we will implement the BGCA recommendation to increase the center's volunteer base.

BGCA will provide staff training using its exemplary programs (more on this later).

Transportation

Teens at last year's Mayor's Teen Conference as well as youngsters interviewed during the preparation of this plan named transportation as one of the main reasons they did not use the center.

Beginning in August, 2007, many high school students will ride RTD buses with passes provided by the local districts. BGCS will negotiate the logistics of providing routes that go to the Teen Center, perhaps with special passes. Grant funding is being explored for this purpose.

Outreach

The new Teen Services Director will meet regularly with YAC which will remain the chief advisory board for the Teen Center. Additionally, a "Center Council" will also be constituted representing everyday members to provide an additional

voice, and we will meet regularly with all of the same stakeholders who provided input for this program plan. There is no limit to ways that good ideas can be contributed to the Teen Center. We will conduct continual formal outreach, but input really only takes a phone call.

To acquaint younger kids with the Teen Center and its services, field trips to the center are scheduled for sixth, seventh, and eighth grade students throughout the year. These field trips have already produced great enthusiasm among our pre-teens, and they appear to be an effective marketing device.

The center will develop and administer a comprehensive recruitment and outreach strategy based on the BGCA outreach manual.

We have developed a database of community organizations and businesses that may be in contact with teens or their parents, and we will establish a referral network with these groups to help introduce their teen constituents to the center.

BGCS and Teen Center staff will work closely with COS staff, school districts, and especially high schools to ensure that every possible medium for marketing is used to promote Teen Center activities and special events including the Internet, school and district newsletters, and other available media.

Image

YAC was the most critical of the center's image, but other teens also cited the need for a full-fledged teen experience. This was echoed by Romero Brown who confirmed that teens actually dislike the word "teen" as part of the center's name because it elicits an immature or uncool image. We intend to utilize BGCA materials and methodology for branding the center for its greatest level of attraction to teens.

Valuable Support From Boys and Girls Club of America

"My team and I stand ready to help you in any way possible. Your organization has great potential. The sky is truly the limit."

-- Romero Brown, Senior Director of Teen Services
Boys and Girls Club of America

The national organization was impressed with the center and has specifically offered the following support:

- Training for all staff and volunteers using four of their successful programs: "Serving Teens Effectively", "Effective Guidance", "Training Staff and Volunteers", and "Gear Up."
- Training for members (upon request when membership numbers make it cost effective).
- BGCA reference materials: "Membership Recruitment Guide", "Serving Teens Effectively", "Program Basics", and "Assessing Member Needs and Interests."
- Access to BGCA marketing materials and strategies.
- Ongoing consultation by phone

Teen Center Programs

The process of producing a program plan has been eye opening to some extent for BGCS because we have had to face some things that we need to do better. The total teen focus is a little different than what we do at Boys and Girls Clubs. There are some similarities, but input from YAC and other teens as well as the evaluation of our national office clarified the need for a pure, teen-driven program.

YAC has provided us with some very specific suggestions many of which are part of our plan. BGCA and others also contributed program suggestions.

As a result, the programming will evolve over the next several months. This isn't a way for us to avoid accountability by being vague, but it is a fact. The City Council has indicated that the center should be responsive to teens, to YAC, to the Council, and to the community, and the Council's expectation clearly is that BGCS will be accountable for a strong program.

We are up to this challenge, and because we are, we will immediately begin a continuous cycle of program improvement. On a monthly basis programs will be evaluated and then changed as necessary or deleted if appropriate. The program in September might not look anything like the program right now, BUT it will be better.

Current calendars for May and June are attached.

Daily Activities Rock climbing, basketball, bowling, board games, pool table, ping pong, computer lab, X-box, and PS2 are usually available during regular hours.

Field Trips Field trips to the center will be coordinated for 6th, 7th, and 8th grade students to allow them to see and use the facilities and to generate interest and enthusiasm among potential members.

Current Programs Supervised tutoring is offered twice per week from 6-8 pm. As qualified tutors are attracted for service at the Teen Center, days and hours will be expanded.

“Places Please” and “Mannerly Communication Skills” classes focus on etiquette and manners in communicating.

Keystone Club is the BGCA mechanism for creating a center level council that focuses on development of leadership skills and adds another voice for operating the center from among everyday members teens.

Fitness Authority, a small group program sponsored by The Sports Authority, Inc., promotes fitness for all youth and will be implemented when the facility expands to include a workout room with exercise equipment.

BGCS is exploring resources necessary to equip a video lab in which teens will learn the various aspects of producing digital movies.

BGCS is also exploring resources for a DJ lab where teens will learn how to use DJ equipment to create CD’s and, ultimately, to host teen center dances.

City of Stockton We will continue to cooperate with COS to provide facilities for programs and events affiliated with the City.

YAC Ideas Many of YAC’s formal suggestions will be implemented (some already are): Battle of the Bands or Open Mic Night or similar programs two Fridays per month; monthly sports tournaments; twice monthly dance contests; tutoring (see

above); talent shows, fashions shows, and similar events as often as they can reasonably be coordinated; social events where teens can mingle with city leaders, probably quarterly; monthly dances with themes; career days, college fair, and financial planning seminars for soon-to-be adults; Culture Nights; lessons and competitions for games at the center (basketball, ping pong, billiards, bowling, rock climbing). These are the highlights with plans to implement, but there other YAC suggestions to be explored.

Community Use Area high schools have shown interest in using the facility. Franklin IB held it's annual Wake-a-Thon at the center. The calendar also features Weston Ranch High School's Sober Grad Night and Chavez High School's prom. These uses provide two important opportunities for the center. One, income is generated. Two, and more importantly, these are opportunities to show the facilities to teens and promote membership.

Other community organizations use the facility regularly or semi-regularly including the Junior Chamber of Commerce, the NAACP, the San Joaquin County Mediation Center, The True Light Worship Center, and one charter school. Again, these engagements are viewed as great opportunities for exposing the center to the greater community.

Conclusion

The Boys and Girls Club of Stockton has a proven track record of service to the youth of our community. The Gary and Janice Podesto Impact Teen Center is an excellent facility and provides a wonderful setting for teens to meet and socialize and participate in programs that contribute to their personal development. The Mayor and the City Council have expressed a commitment to our youth and have set the bar high for the Teen Center. These three things will come together and teenagers in Stockton will reap the rewards!

The BGCS welcomes the challenge of operating the Teen Center and believes that the program spelled out in this proposal is worthy of the City Council's support. Even so, we acknowledge that the program should be expected to grow and improve over time. We are prepared to make that happen.

Appendix B

Attention to Mayor's "Talking Points"

These "Talking Points" have been annotated for ease in finding where items were addressed in the program plan as the result of your concerns or to explain our rationale. Talking points are in bold followed by our comments.

The overall program plan submitted was a thumbnail sketch of what a program plan should entail.

The Program Plan was developed and presented in good faith in response to City Council direction. BGCS is sensitive to the suggestion that the program plan is a thumbnail, that it is too brief. No template for a program plan was offered and the only guidelines are found in the Operations Agreement, 2(b), so we did the best we could. We have attempted to satisfy the requirements of this provision as well as what we perceived to be Council intent. The plan has been revised extensively as the result of your concerns, and we were glad to do it. However, the plan was not completely rewritten.

It was open ended due to the words "intend" or "may" used throughout the document.

The Program Plan has been edited to be more concrete and less passive.

The plan does not relate to the agreement that was drawn up by the City or the Boys and Girls Club of Stockton.

Example: The plan states there will be a report of operations on January 31st of each year when the agreement said there would be quarterly reports. The agreement clearly states what is to be included in the reports, i.e. attendance, activities offered, outcomes, finances, etc. Further discussion will be had regarding contract compliance.

The "Evaluation" section of this program plan specifically responds to the Contract by detailing the annual report to be submitted by May 3 of each year [2(b) of the contract].

Contract requirements [3(f)] that BGCS will manage Teen Center membership, and maintain statistics on usage and membership... has been addressed under "Evaluation," also.

Appendix B, Page 2

Quarterly meetings with YAC under "Objectives" and YAC's role discussed in "Outreach" are both reflections of 2(d) of the contract.

The quarterly reports mentioned are required, per the contract [3(l)], to detail activities, activities, and finances. This is provided for under "Evaluation" in the program plan.

The contract generally calls for reports; BGCS prefers the reports in the context of the ongoing evaluation it is committed to engage in for the betterment of the Teen Center, so the May 3 "report" includes more than the required information.

A section on "Contractual Compliance" has been added to respond to the concern on that topic above.

Additional information needed in the following areas:

- **Budget and financing**
Provided.
- **Cost analysis**
Provided.
- **Fee schedule**
See "Clientele and Membership" and attached fee schedule for Teen Center rental.
- **Timelines**
Everything stated in the program is expected to be undertaken within the first year of the contract.
- **Program Implementation**
See "Teen Center Programs."
- **Marketing**
See "Outreach."
- **Evaluation (includes program tracking – statistics)**
Addressed in "Evaluation" through the use of Kids Track software.

Other areas of concern:

- **Hours of operation:**
Saturday – Teen Center does not open until 3:00 p.m. in the afternoon. No Sunday hours for teens.
The contract doesn't address hours of operation. As membership expands and as resources are available, BGCS will attempt to expand Teen Center hours of operation.

- **Branding of Teen Center appears to be branding of a Boys and Girls Club.**

The whole point of branding is to increase the attraction of the Teen Center to teens. BGCA has experience and success with its branding approach that maximizes the connection between the facility and its programs with real teenagers. We've already acknowledged the need for a teen-centered approach in contrast to what BGCS does. We don't think it's inappropriate to emulate nationally successful programs.

Appendix A

Teen Center Projected Budget 2007-08

Total Expenses 05-06	\$212,000 (Actual)
Total Expenses 06-07	\$180,000 (Estimated)

Budgeted Expenses 2007-2008

Salaries and Benefits

Teen Services Director	\$45,000
Office Manager	\$26,000
Accountant Services	\$7,200
Part-Time Salaries	\$45,000
Payroll Taxes & Worker's Comp. & Benefits	\$21,000
	\$144,200

Vendors and Services

PG & E	\$27,000
California Water	\$2,500
Janitorial	\$12,000
Bay Alarm	\$6,000
Clark Pest Control	\$1,000
Phone	\$1,000
Annual Carpet/Gym Clean	\$5,000
Rec. Equipment & Repair	\$5,000
Computer Maintenance	\$1,500
Security (Special Events)	\$6,400
Transportation, Gas, Insurance	\$8,000
	\$75,400

Programs

Marketing/T-shirts	\$6,000
Office Supplies	\$1,200
City Fees	\$1,200
Postage	\$2,000
Special Events /Concerts	\$10,000
Scheduled Programs	\$10,000
	\$41,400

Total Expenses	\$261,000
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Appendix A, Page 2

Budgeted Revenue 2007-08

Membership Fees (\$5.00 @ 400)	\$2,000
Snack-Bar	\$4,000
Special Events/Concerts	\$10,000
Facility Rentals	\$6,000
Corporate Sponsorships	\$10,000
City of Stockton	\$125,000
Boys and Girls Club General Fund	\$104,000
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	\$261,000

Total Revenue **\$261,000**