

FALL  
2000

IN

## Boys & Girls Clubs of Boston

# Print

Changing Our World,

One Kid at a Time

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## Venturing To Build a Fund for the Future

With words like “start-up,” “dot-com,” “IPO” and “billionaire” permeating today’s business world, it is no wonder that the non-profit sector also is testing methods of innovative wealth creation. On April 5, 2000, Boys & Girls Clubs of Boston (BGCB) launched its own groundbreaking program – a venture philanthropy initiative designed to raise \$10 million for the agency over the next three years. The new fundraising campaign, called the Fund for the Future, was unveiled at BGCB’s annual Partners for Youth dinner at the World Trade Center in Boston.

The Fund for the Future is a unique approach to fundraising that encourages investors to buy into the equity of BGCB, which brings opportunities and resources to youth in Boston and Chelsea’s most disadvantaged neighborhoods. Investors pledge funds that can be paid over three years. Described as “the only type of funding that never involves a loss,” the Fund for the Future promises youth enrichment in the areas of education, arts and culture, leadership, life skills, sports and recreation, and technology as the primary return on investment.

“The fund leverages BGCB’s proven, long-term outcomes – which are exactly the kinds of demonstrable returns that responsible investors and effective organizations

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Russell Epker, Berkshire Partners; Linda Whitlock, President and CEO, BGCB; Myra Kraft, Chairman, BGCB; Mike Krupka, Bain Capital; and Jane Brock-Wilson, Berkshire Partners, enjoyed the solidarity present among attendees at the 2000 Partners for Youth dinner on April 5, 2000.

## Tremendous Local Support Moves Chelsea Project Forward

Children often are told, “if you want something badly enough, you have to work for it.” This time, the adults are practicing what they preach, as evidenced by the hard work going on in the City of Chelsea to build a new Boys & Girls Club for the city’s youth.

The progress so far – more than \$6.3 million raised in a \$10 million campaign – should lend confidence enough to the effort. But the incredible support of local business owners and residents is a far more telling sign of just how badly Chelsea

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Local Chelsea business Kayem Foods, Inc. proudly presents its fundraising proceeds to Chelsea Boys & Girls Club. Left to right: Ray Monkiewicz, President, Kayem Foods; Anthony Berardini, General Manager, WBCN; Robin Gilman, Director of Marketing, Kayem Foods; Josh Kraft, Director, Chelsea Boys & Girls Club



Linda Whitlock  
President & CEO  
Boys & Girls Clubs of Boston

I admit to being a big dreamer. Not so much at night, as during the day. Dreams provide direction for my prodigious energies and encourage me to explore alternative futures. The prompts of “what if?” and “what next?” are especially useful, requiring me to know cold where things now stand and why. I admit to having big dreams for Boys & Girls Clubs of Boston.

Since I arrived in January 1999, my dreams for our venerable organization have come into focus. Anchored in a clear understanding of present realities – from our mission, members, staff, and boards, to our programs, finances, and neighborhoods – this vision is buoyed by a sense of optimism about future opportunities. Self-analytic yet entrepreneurial, BGCB has always turned its eyes inward as it scanned the horizon for new and better developmental opportunities for youth.

A story comes to mind that illustrates this paradox. Jerry Steimel, our very capable Charlestown Club Director, has collected a trove of valuable historical material from

## Big Dreams

the Club’s 107 years of operation. Occupying the same Green Street building for 82 years has its advantages. Jerry has found such fascinating and revealing material as our first membership book, dated March 11, 1893; an annual report from the same year describing “carpentry, printing and painting” as the core programs for our members; and a 1916 capital campaign brochure.

We were astoundingly efficient at mounting campaigns then: the period for raising \$125,000 for the building was from March 20 to March 28 – of the same year! Clearly, BGCB’s ability to engage in self-reflection and active entrepreneurship on behalf of the youth of Greater Boston has been characteristic of our organization throughout our long, eventful existence.

The tradition continues. A few years ago, BGCB identified a set of important program and facility needs based on an internal self-assessment and an external environmental scan and has acted on that examination in a bold way. Consider these initiatives:

— Built a new club on Blue Hill Avenue in Dorchester that has been filled to capacity since the day it opened, and last October had a membership waiting list of 300 families.

— Started a new club in Chelsea which, when its 40,000 square-foot new facility opens next September, will serve 20-25 percent of the school-age kids in town.

— Implemented a major technology initiative through which our kids are making technology their own, not somebody else’s.

— Hired licensed social workers to support our kids through the typical challenges of growing up as well as those added burdens caused by poverty, social isolation, and exposure to drugs, alcohol, and violence.

— Brought renewed attention to teens with special staff, dedicated space, and effective programs.

And the list doesn’t stop there. We also:

— Established a staff training partnership – with our biggest competitor – that is focused on quality education programs for our kids.

— Developed a state-of-the-art process for on-going measurement of the outcomes on our kids of their participation in our programs, and piloted it in our five Computer Clubhouses.

— Set a goal of achieving higher quality in our education programs through a lower staff-to-child ratio, gained more clarity about our curricular expectations, and strengthened engagement with families and schools.

— Completed the renovation of the High Street building at the Charlestown Club and reopened this facility as the Ansin Youth Center, drawing new, increased attendance among the community’s teens.

— Hired our first-ever director of human resources, enabling us to focus long-overdue attention on our dedicated staff.

How impressive our partial list of accomplishments is! But, we haven’t stopped looking inward as our eyes look outward. In fact, since we worked with McKinsey & Company and a gifted

team of third-year students from Harvard Business School last summer, we have been engaged in systematic analysis of our “fundamentals” and on how they can be aligned with our long-range strategy. With the help of The Wayland Group, this planning effort has involved all parts of BGCB from directors, overseers, and advisory board members to staff, parents, members, alumni, and peer organizations. The final plan and business plan are nearing completion, and will be the focus of a board retreat in late October.

Back to my own dreams for BGCB. Well, they are absolutely consonant with the priorities in the emerging long-range plan and the recent initiatives described earlier. Moreover, my big dreams for our organization can be captured in two short sentences.

*First, Boys & Girls Clubs of Boston will be one of the best youth-serving organizations in the country because of our demonstrably high-quality, effective, and financially sustainable programs for youth. Second, BGCB will be a workplace that attracts, retains, and supports the most highly skilled and diverse staff capable of fulfilling our organizational goals.*

Simple, yet powerful. These dreams are achievable because of our long legacy of excellence and my staunch commitment to making them happen with our talented staff and boards, generous supporters, and community partners.

## BGCB Undertakes Education Initiative

In June of 1999, Boys & Girls Clubs of Boston set out to examine its education programs throughout the agency. Twelve months and many staff hours later, BGCB produced a blueprint for clearly articulated and consistently executed education programming in all of its clubhouses.

BGCB drew on a variety of talents to guide the reform process. In the spring of 1999, Program Committee Chairs, Dana Weiss Smith and Gregg Stone, asked Denise Coll, BGCB board member and COO of The Seaport Hotel and World Trade Center Boston, to lead the charge. With the assistance of President and CEO Linda Whitlock, Coll assembled an education advisory committee, which included teachers, principals, BGCB board members, and BGCB staff. Throughout the initiative's process, the committee recommended ways for BGCB to redefine its education objectives and create programs to more effectively link in-school and out-of-school time.

As a next step, Linda Whitlock appointed a representative group of internal stakeholders to form an education action team in September 1999. The team included Denise Coll, who provided a link to the education advisory committee, BGCB operations staff, four education directors, a program director and BGCB's director of technology programs. Its mission was to review current and past education programming and outline components of a refined "core module," the fundamental blueprint for education programs at BGCB.

With intensive efforts, the education action team identified gaps in education programming and proposed strategies for eliminating them. The team's final recommendations were the result of a continual feedback process. By participating in the process, Coll ensured that the team's work received consideration and input from the advisory committee, BGCB's administrative leadership team, and staff within each clubhouse.

Coll commented that, "After many thorough and passionate discussions, the action team was able to bring clear definition to the education program and the requirements needed to deliver programming within a BGCB clubhouse. They created a balance between what they felt members and families needed, with what is realistic and appropriate for the clubs to provide. It was their commitment to this initiative that brought us to where we are today."

In June 2000, Coll outlined the education recommendations to the BGCB program committee. The proposed BGCB education program includes a plan for increased capacity to provide more individualized support and guidance to members; opportunities for more direct involvement with families; and strategies to develop more formal links with school and community resources.

Additionally, the recommendations call for consistency in program delivery and

staffing across clubhouses, with attention to appropriate space requirements necessary to deliver the complete core program, sufficient opportunities for all members to participate in a continuum of programming, and widespread member access to technology for academic and individual inquiry.

"This initiative would not have been successful without Denise's leadership and commitment," Linda Whitlock said. "We needed her vision and perseverance."

It's clear that implementing the recommendations will involve equal amounts of hard work and dedication. Some of the specific next steps include developing individualized implementation plans for each clubhouse, hiring additional full-time education staff using new funding from an anonymous donor, and implementing a pilot program at one BGCB clubhouse to recruit and support larger numbers of volunteers in the education department.

## Tradition Continues at FleetBoston Classic

Boys & Girls Clubs of Boston was proud to participate in the FleetBoston Classic Senior PGA Tournament that took place August 21-27, 2000, at the Nashawtuc Country Club in Concord, Mass.

At the tournament, BGCB hosted a booth staffed by Jill Goldweitz, director of special events; John Calkins, BGCB board member; Ed Hoell, South Boston club director; and club members who volunteered to greet event patrons and spread enthusiasm for their clubhouse. Numerous other BGCB directors and overseers also participated in the booth and visited with the many spectators who stopped by.

As one of several non-profit agencies chosen by the board of the Nashawtuc Charities, BGCB expects to receive a generous donation from the tournament. BGCB has had a presence at the tournament every year for the past decade.

## SAVE THE DATES

### Annual Meeting

December 5, 2000

Park Plaza Hotel

### Partners for Youth Dinner

February 7, 2001

Park Plaza Castle

### Decorative Arts and Antiques Show

Preview Party March 1, 2001

General Show March 2-4, 2001

Park Plaza Castle

## SAPIENT LEADERS PLEDGE \$1.5M

For only the second time in its 107 years of operation, Boys & Girls Clubs of Boston garnered a \$1.5 million lump-sum contribution. Ironically, the donation came from leaders of a company that is less than a decade old.

Jerry Greenberg and J. Stuart Moore, co-chairmen and co-chief executives of Sapient Corporation, last spring announced their intention to dedicate one million to help renovate and expand an existing warehouse into a permanent clubhouse facility in Chelsea, and an additional \$500,000 to strengthen educational programming and other enrichment programs at the Boys & Girls Clubs of Boston's five clubs.

"Jerry and I chose the Boys & Girls Clubs because we strongly believe in its mission," Moore said. "In metropolitan areas, opportunities for kids from different neighborhoods vary widely. We want to help bridge the gap in this community. We're hopeful that this contribution will help Greater Boston's youth become the leaders of this new century."

Sapient is a leading e-services consulting firm based in Cambridge, Mass., that provides Internet strategy consulting and sophisticated Internet-based solutions to Global 1000 companies and start-up businesses.

## Tremendous Local Support Moves Chelsea Project Forward

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wants – and needs – a promising new place for its boys and girls.

To date, individuals and businesses with ties to Chelsea have pledged more than \$1.8 million to the drive, including seven current or former Chelsea businesses that contributed \$100,000 each, one that contributed \$50,000, and nine that contributed between \$25,000 and \$40,000.

It turns out the quest for a new clubhouse in Chelsea has become very personal. Consider, for example, the generous \$200,000 gift from Marjie and Robert Kargman and her cousins, members of the Bloomberg Family, whose immigrant grandfather started a furniture store in Chelsea near the turn of the last century.

Another example is Bobby Cobb and Kevin Kyes, co-owners of a Chelsea auto body store called Today's Collision Repair. Cobb, a member of the BGCB Chelsea advisory board, hosted an autograph signing and photograph party with Boston Red Sox players and New England Patriots cheerleaders. The family-oriented event, held

July 14, was complete with clowns, balloons, hot dogs, and a silent auction featuring Red Sox and Patriots paraphernalia. The effort produced \$12,000 for the Chelsea campaign.

For some, the Chelsea drive posed an opportunity for creativity. Kayem Foods, Inc., a Chelsea-based food manufacturer, undertook a cause-related marketing venture that yielded a \$40,000 contribution to Chelsea. The company purchased 2,000 tickets to the popular WBCN River Rave concert that was held May 27 at Foxboro Stadium. Kayem re-packaged the \$30 tickets and sold them for \$50 each. Perks of the higher-priced tickets included a T-shirt, a WBCN multi-band CD, a 60-minute phone card, access to a pre-show tailgate party where Kayem hot dogs were served, and a donation to the Chelsea Boys & Girls Club. In addition, the company pledged an extra \$100,000 to the campaign.

"With the Boys & Girls Club playing such an important role in the lives of Chelsea's young people, it's only appropriate that the business

community should pull out all the stops to fund the new clubhouse," said Ray Monkiewicz, president, Kayem Foods.

The Chelsea campaign also caught the attention of Boston executives Jerry Greenberg and J. Stuart Moore, co-chairmen and co-chief executives of Sapient Corporation, a Cambridge-based high-tech consulting firm. The pair pledged \$1.5 million to Boys & Girls Clubs of Boston, one million of which is earmarked for Chelsea (see sidebar).

On another front, BGCB is making progress with the structural aspects of the proposed new clubhouse. In May, the agency purchased a 1.2-acre parcel and masonry building from the Carlos H. and Velia N. Tosi Realty Trust at lower than market value, thanks to an in-kind contribution from the Tosi family.

The newly purchased structure has 27,000 square feet, with room to add to the existing building. It is located one-half block from the Innes Housing Complex, the site where BGCB first established a Chelsea clubhouse in 1993.

The building most recently was used as a storage warehouse. The Architectural Team, a Chelsea-based firm that provided pro bono services during the feasibility phase, is designing the space along with CWC Builders. When complete, the clubhouse will feature a newly constructed high school-sized gym and 75' x 30' swimming pool. The fully renovated space is expected to occupy more than 40,000 square feet and will include dedicated program areas for computers



Chelsea Boys & Girls Club members Erica, Sally, Elana, Amanda and Natalie happily staff the Italian ice booth during Chelsea business owner Bobby Cobb's celebrity fundraising event.

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## Sandy Machson Joins BGCB as New Vice President of Human Resources

*Boys & Girls Clubs of Boston welcomes Sandy Machson, the agency's first vice president of human resources. Sandy has lived in the Boston area since 1975. She received a bachelor's degree in psychology from the University of Rochester, Rochester, N.Y., and a master's degree in social work from Smith College, Northampton, Mass. She joined BGCB in July following a search assisted by Bob Gatti of Gatti Associates.*

### **Q: What experiences make you well suited to your current position at BGCB?**

A: My earliest work experience was in a residential treatment center for emotionally disturbed children. I enjoyed working with kids, so I pursued a social work degree at Smith College. Then, I worked as a family therapist for eight years in West Roxbury, Hyde Park and Roslindale.

Later, I took time off to raise my kids. When I returned to the work force, I worked in human resources for three different companies over 12 years. During this time, I handled a full range of human resource functions, everything from recruitment and employee relations, to organizational development and management training.

### **Q: What drew you to BGCB?**

A: I loved the idea that I could use my skills to have an impact in an organization that reflects my values. One thing I had heard about BGCB was that the staff was very passionate and committed; that they loved kids

and they loved what they do. Working with people who are living their values is appealing to me.

### **Q: What skills do you bring to BGCB as vice president of human resources?**

A: I have experience with nonprofits and the corporate world, so I bring a wide view of management practices and can suggest innovative ways for how things might be done. I think I can be creative in devising human resources programs and solutions that can be customized for our organization.

I hope that my interest in people will help me get to know everyone and will encourage staff to get to know me. I hope to develop partnerships with staff that will create a sense of trust and allow us to work toward our common goals.

### **Q: What are your top priorities for human resources at BGCB?**

A: My overall goal is helping the organization define what a human resources function can bring to BGCB. In the past, it hasn't been an organizational focus to look after the staff and put their needs first – so that's going to be my primary objective. The issues at the top of my list include compensation, benefits, policies and practices, communication, and recognition.

In the future, I hope we can establish systems and processes that will enable us all to perform our jobs better. I also hope to create team-building opportunities to enrich the way we work together.



Sandy Machson  
Vice President of Human Resources  
Boys & Girls Clubs of Boston

### **Q: What challenges do you expect to encounter at BGCB?**

A: This is an organization that's been around for a long time, and different parts of HR have been handled in lots of different places throughout the agency. So, one challenge will be bringing all the pieces of HR together to make it more consistent and give it the attention it needs and deserves.

Overseeing all aspects of human resources means I will be learning things I haven't necessarily specialized in before. I love to learn new things and broaden my skills, so this is a challenge I look forward to. There is much to do at BGCB, and with such creative and dynamic colleagues, I know I will enjoy and be stimulated by the challenges. We have so much to offer our kids, and I hope I can help us focus that same commitment on our staff as well.

## Scholarship Winners Announced

Ellis Tyrance and Joseph Marchesi, from the Roxbury and Charlestown Clubhouses, respectively, recently were named winners of the 2000 Francine Adams Scholarship. Each was awarded a \$1,500 scholarship to use for his college education.

The two students were selected from a pool of 12 applicants, based on their academic merit, financial need, and community service activities.

The scholarship fund was created in memory of Francine Adams, a former Boys & Girls Clubs of Boston staff member, and provides one or two scholarships per year.

### Chelsea Project

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and the arts, a social worker office, a community room, fitness and recreation areas, and a performing arts center.

"It will be wonderful to be able to offer our full core programs and have the equipment to carry them out," said Joshua Kraft, director of the Chelsea Boys & Girls Club. "We started here in 1993, half a block away in the basement of the Innes Complex, and by next year we'll have come nearly full circle, but with a big difference. We'll have the kind of facility the kids of Chelsea deserve."

Groundbreaking and construction is projected to start later this fall. The new clubhouse is expected to open its doors by mid-2001.

## Adventure Campers Go Behind the Scenes at Busch Gardens

**W**hat do a giraffe, a lorikeet (a tropical bird) and a hyena have in common? They've all been fed and cared for by 14-year-old South Boston native Joe Moreno.

"The giraffes like to eat lettuce and fruit, and the lories will drink nectar from a cup in your hand," Moreno said. "If you put your hand out for the hyenas, they'll let you pat them on the head. They're friendly."

After a week-long experience with Busch Gardens Adventure Camps in Tampa Bay, Fla., he should know. Moreno was one of five youth from the Boys & Girls Clubs of Boston awarded a scholarship to attend the Zoo Adventure Camp. Three members from the Chelsea Clubhouse and one member from the Blue Hill Avenue Clubhouse also attended the intensive summer camp experience.

More than 300 youth from throughout North America enrolled in the unique Adventure Camp program this year. For selected youth who cannot afford the \$775 camp tuition, Busch Gardens awards Adventure Camp scholarships, which fully cover airfare, room and board, and program fees, through its partnership with 11 Boys & Girls Clubs across the country.

Each day brings exciting, up-close experiences with animals. Kids rise at daybreak to feed, water and care for the animals. Rotating among different workstations, students are allowed a variety of hands-on experiences, from preparing and delivering daily meals, to bathing animals and cleaning habitats. Campers work closely alongside professional zoo-keepers and veterinarians and literally get their hands dirty each day. Afternoons are filled with educational programs and opportunities to visit the Busch Gardens amusement or water parks.

"It was better than I expected," Moreno said, noting that his favorite part was going behind the scenes and interacting with the animals. "We had to wake up early, and it was hard work too. But we also had fun. I met a lot of interesting people – and animals."



Joe Moreno, member of South Boston Boys & Girls Club helped out in the alligator habitat during his week at Zoo Adventure Camp at Busch Gardens.

## Claritin, Red Sox Step up to the Plate in Roxbury

**M**oments before the official "play ball!" the air hummed with the excitement of dozens of Roxbury Boys & Girls Club youth. City and state officials gathered on the sidelines. Club members dotted the infield. And Red Sox player Darren Lewis threw the first pitch.

On August 23, the Roxbury Boys & Girls Club celebrated opening day of its newly renovated baseball field. The project was sponsored by Schering-Plough, makers of the anti-allergy drug Claritin.

The renovations transformed a much used, and somewhat makeshift baseball field into a respectable little league field worthy of the Red Sox.

"The field was in bad shape," said Roxbury Club Director Michael Mitchell. "It was bumpy and full of holes. There were no bases and no fence around it, and the backstop was falling apart. The improvements were a wonderful surprise for the kids."

Thanks to Claritin's generous sponsorship and a donation of services by landscape architects Geller Sport, the field now boasts a smooth, level surface with properly aligned bases and fresh chalk lines. The pitcher's mound has been built up, the infield and outfield sport new sod, and new fencing surrounds the entire field. Work crews also cleared brush from the outfield, installed new players' benches and rebuilt

the backstop. An irrigation system will keep the sod fresh and green throughout the season.

Several other companies also donated services and materials to the project, including Read Sand & Gravel (infield mix), Little Tikes New England (bases), M.E. O'Brien & Sons (benches), and Laurel Brook Turf (sod).

"Both the staff and kids are very excited to use the field," Mitchell adds.



Roxbury Boys & Girls Club members and Boston Red Sox outfielder Darren Lewis assemble near the third base line of the club's newly renovated little league field.

## Venturing To Build a Fund for the Future

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demand,” said Linda Whitlock, BGCB president and CEO. “We’re taking a venture capital approach because we believe our work merits substantial investments from businesses and individuals, and because we need their strong commitment to continue our programs into the future.”

Fittingly, many of Boston’s leading venture capital companies supported the kick-off event. Bain Capital, Berkshire Partners, Summit Partners and Boston Venture Management all were honored for their strong, early support of the Fund, which already has amassed \$2.6 million.

In addition, Russell L. Epker, managing director of Berkshire Partners LLC, received the 2000 Partners for Youth Award for his personal investment in the Fund and his many contributions to Boston youth. Epker was chairman of the board at BGCB for three years and

has been a board member since 1983.

“If you haven’t been to a clubhouse, come. Once you’re in one, you’ll see what’s happening,” he said. “It’s a great organization, and I am proud and honored to be able to be part of it. These are the greatest kids – they just need the opportunities that we’re creating for them.”

Raising funds for the future is a new concept for BGCB, which historically has always started each year from scratch. With an annual budget of \$8.5 million, 60 percent of which comes from fundraising, this task grows more challenging each year.

“As the budget has grown, it has become a daunting task



Russell Epker, recipient of the 2000 Partners for Youth Award, proudly displays a gift from BGCB youth.

to have to start from zero every year,” said Sara Andrews, chief development officer at BGCB. “The Fund for the Future gives us peace of mind knowing that money is pledged and will be available for operating use over the next few years.”

The Partners for Youth dinner was a worthy “start-up” celebration by any standard. BGCB Chairman Myra Kraft made the opening remarks, followed by a speech from BGCB President Linda Whitlock.

Interspersed throughout the night were contributions by BGCB members. A teenage girl sang the invocation. Others introduced speakers. Still others gave personal accounts of why BGCB was important in their lives. One youth summed up the event appropriately by saying, “I’ve learned that ... if people [can] come together and cooperate, then they [can] achieve their goals.”



Steve Woodsum, Summit Partners, one of four venture capital firms recognized at the 2000 Partners for Youth dinner, reinforces his firm’s commitment to BGCB’s Fund for the Future.

## Design and Purpose Marks Boston Design Center's Spring Gala

When good taste and a good cause come together, people notice. Consider the strong showing of nearly 1,000 Bostonians who attended the Boston Design Center's (BDC) Spring Gala May 10, 2000. The black-tie extravaganza, which was hosted by BDC's new owners, The Davis Companies, featured an evening of lavish dining, music and entertainment, and launched the Center's new partnership with Boys & Girls Clubs of Boston.

The event, dubbed "A Metamorphosis in Design," was held at the Boston Design Center on Boston's historic waterfront to showcase its recent \$4.2 million dollar renovation and to support Boys & Girls Clubs of Boston. The party included a preview of BDC's 75 showrooms featuring 1,200 lines of premium furniture, fabrics, floor covering, lighting fixtures, antiques, accessories and kitchen, bath and building products.

In addition to a strong appreciation for design, attendees also demonstrated a willing-

ness to support Boston's youth. Guests participated in a balloon burst by raffling chances to pop a balloon for prizes worth between \$150 and \$2,500, including home furnishings, gift certificates to Boston's finest restaurants and weekend getaways. Attendees also took part in a silent auction of exquisite items ranging in value from \$3,000 to \$6,000. Proceeds from the silent auction and balloon burst, totaling approximately \$35,000, were donated to BGCB.



Left to right: Duncan A. C. Gilkey, President, Boston Design Center; Linda Whitlock, President and CEO, Boys & Girls Clubs of Boston; Jonathan Davis, Founder and Principal, The Davis Companies; Paul Marcus, Principal, The Davis Companies.

According to Duncan Gilkey, president, Boston Design Center, "Children are our most important resource, and the Boston Design Center is committed to fostering and supporting Boys & Girls Clubs of Boston in years to come."

Notable attendees included Myra H. Kraft, honorary chair of the event and BGCB chairman; Jonathan Davis, founder and principal of the Davis Companies; Paul Marcus, principal, The Davis Companies, and Duncan Gilkey, president of BDC.

## BGCB and Donors Benefit From a Gift of Appreciated Securities

If you are one of those fortunate people who has benefited from an extraordinary stock market during recent years, you can take advantage of two additional benefits if you give a stock or bond to Boys & Girls Clubs of Boston. Consider giving a long-term, appreciated security, which is one that has been held for more than one year and has increased in value since its purchase. When you contribute an

appreciated security to BGCB, you will receive a charitable income tax deduction for its full fair market value, and you'll avoid any capital gains tax on the increase in value of the stock since you purchased it. Probably more important, you will make a very significant contribution to BGCB programs that benefit nearly 7,000 youngsters in Greater Boston each year.

Consider the following example:

Mrs. Jones owns 200 shares of a stock she purchased several years ago for \$15 per share. It is now worth \$60 per share, which represents a gain of \$45 per share. If she contributes all of this stock to BGCB, what are the tax advantages for her?

— First, she receives a charitable deduction of \$12,000 (i.e. 200 shares x \$60 per share) on her federal income tax.

— Second, she avoids the capital gains tax on the \$9,000 gain (i.e. 200 shares x \$45 gain per share), for which she would have been liable if she had sold the stock. This represents an additional savings of \$1,800 if she is subject to the maximum, 20-percent capital gains tax rate.

If you have any questions about this or any other type of gift to BGCB, please call Ron Stone at (617)973-5423.

## Boys & Girls Clubs of Boston Takes Leading Role in Outcomes Measurement

“Outcomes, outcomes, outcomes,” has become the mantra of foundations and government funding sources in recent years. Traditionally focused on outputs (the number of youth served, classes held, etc.) these organizations have begun to stress the need to measure outcomes as well.

In layman’s terms, outcomes are the changes that occur in individuals because of services and supports provided by an individual or organization. Faced with external pressure, as well as the internal need to develop more robust performance measurement and evaluation systems in response to tremendous recent growth, BGCB has taken a leading role, with the City of Boston and the United Way of Massachusetts Bay, to develop a comprehensive agency-wide outcomes measurement system, as well as a city-wide outcomes measurement framework.

In October 1999, BGCB partnered with Carlisle and Company, Inc., a leading management-consulting firm based in Concord Massachusetts, to develop a performance and outcomes measurement system for the agency. A joint team of Carlisle consultants and BGCB staff quickly focused on developing a pilot system for the technology core module.

“Working with our board, staff and the Carlisle team, we decided to focus on one core module, but to do it in a way that would inform the development of outcomes measurement systems across everything we do,” said David Brody, BGCB’s director of grants and outcomes project manager. To accomplish

that goal, the team used an innovative framework that integrated the “Balanced Scorecard” approach to performance measurement (developed by Robert Kaplan and David Norton at the Harvard Business School), the United Way and other leading foundations’ outcomes measurement approach, and a developmental framework based on BGCB’s mission.

At the same time that the internal outcomes project was ramping up, BGCB President and CEO Linda Whitlock was asked to co-chair with Thomas O’Donnell, former board chair of the United Way of Massachusetts Bay, a working group on outcomes measurement of Mayor Menino’s task force on after-school time. The working group eventually adopted an outcomes measurement framework consisting of five developmental areas identified by the Carnegie Council on Adolescent Development (social, emotional, cognitive, physical, and moral and spiritual), and strongly recommended that after-school providers in Greater Boston adopt the framework in their outcomes measurement approach.

“While we certainly can’t take sole credit for the developmental framework adopted by the working group, after all, it was based on the work of a leading group of child development experts from Carnegie, it did look very similar to the approach we had adopted internally based on our mission,” Whitlock said.

“We might have come down a different path, but we were ending up in the same place, and that was very encouraging.”

As fall approaches much is in store. BGCB will fully implement the outcomes measurement system developed for its technology core module, and will begin the planning phase of agency-wide implementation. At the same time, the city’s after-school initiative and the United Way have launched an outcome measurement pilot project that will support the development of outcomes

measurement systems in five local agencies.

For more information on BGCB’s outcomes measurement work, contact David Brody, director of grants and outcomes project manager, at (617) 973-5408.

For more information on the after-school initiative’s pilot project, contact Don Buchholtz, United Way of Massachusetts Bay, at (617) 624-8121.

### Ready, Set, Click!

With computers in every clubhouse and a comprehensive technology curriculum being implemented throughout Boys & Girls Clubs of Boston, many find it ironic that the agency – as yet – has no presence of its own on the Internet. The contradiction is about to dissolve.

This fall, Boys & Girls Clubs of Boston will make its debut on the Web at [www.bgcb.org](http://www.bgcb.org). The official BGCB Web site will come to life through the creative skill and technological expertise of MINDSEYE Inc., a Boston Internet development firm.

The site will feature clubhouse information, including programs and activities, special events, fundraising opportunities, community partnerships, virtual tours of clubhouses, an electronic gallery displaying artwork from BGCB members, and more.





## Boys & Girls Clubs of Boston

The mission of BGCB is to help boys and girls develop the qualities needed to become responsible citizens and leaders. To achieve this, we offer a variety of program activities and support services designed to assist in the educational, emotional, physical and social development of 6 to 18 year olds, without regard to social, racial, ethnic, or religious background.



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## A Note on Giving

### Where there's a will ... there's BGCB.

**B**equests to Boys & Girls Clubs of Boston are very special gifts. Made through your will, they actually ensure the future of BGCB and its life-changing programs. How? Most often, bequests are applied to BGCB's endowment, which provides unrestricted support to BGCB forever. Indeed, every day this year, our programs will benefit from bequests that date back a century or more to the earliest days of the agency.

With a bequest, you can make a significant gift to BGCB – even endow your annual gift – without depleting any current assets.

Cash, securities, jewelry, artwork and even real property can be part of a bequest. And a bequest to BGCB may reduce, or completely eliminate, federal estate taxes.

Most important though, is the knowledge that a bequest to Boys & Girls Clubs of Boston will support forever the programs that improve the lives of many boys and girls in Greater Boston.

If you have already included BGCB in your estate plans, please let us know. That way we can say thanks and, with your consent, acknowledge your planned gift in the BGCB annual report.

We have more information on bequests and other deferred giving opportunities that we would be pleased to send you.

Please contact:  
Ron Stone  
Director of Major and  
Planned Giving

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