



April 19, 2015

Margaret N. St. Clair, Executive Director
Amelia Peabody Foundation
1 Hollis Street
Wellesley, MA 02482

Dear Ms. St. Clair,

We are submitting the following as an initial inquiry for the Amelia Peabody Foundation to consider a full proposal for the *Roots of Bullying Workshop Series (RBWS)* sponsored by Boys & Girls Clubs of Boston, a member organization of Boys & Girls Clubs of America, the largest youth-serving not-for-profit in the USA.

Introduction

The Boys & Girls Clubs of Boston seeks \$100K to initiate the *Roots of Bullying Workshop Series*. These interactive and engaging workshops have been designed to educate the faculty, administration, staff and adult community serving K-12 schools throughout Greater Boston on the underlying causes of bullying. Through an examination of individual and group cultural assumptions and societal beliefs these, events will use interactive activities to create a new knowledge paradigm about where bullying begins and provide the community with new approaches and tools for prevention of the growing violence in our school communities.

This "Train the Trainer" series provides the opportunity to create real and measurable change, beginning in the most disadvantaged communities in Massachusetts by training teachers, superintendents, principals, guidance counselors, teacher aides and other school employees. These professionals will be equipped to see the warning signs of bullying and bring new knowledge and skills into their schools and classrooms through daily interactions with the children most affected by bullying.

Organizational Description

The Boys & Girls Clubs of Boston is a 501(c)3 whose mission is to help young people, especially those who need us most, build strong character and realize their full potential as responsible citizens and leaders. We serve approximately 15,000 children and teens, ages 6 to 18, in our Clubs, and through our programs and partnerships. Our approach focuses on

six core initiatives: Arts; Education; Leadership; Life Skills; Sports, Fitness and Recreation; and Technology. Our 11 Clubs in Boston and Chelsea reflect the communities in which they are located and our YouthConnect program places licensed clinical social workers at police stations to provide prevention and intervention services and referrals to the city's high-risk youth and their families. The *Roots of Bullying Workshop Series* will provide another layer to the Boys & Girls Clubs of Boston's toolbox of knowledge and skills to combat the growing violence in our youth population.

Statement of Need

Between 1 and 4 and 1 in 3 U.S. Students say they have been bullied.ⁱ A startling compliment to that statistic is that suicide is responsible for almost 4,400 youth deaths each year.ⁱⁱ A Yale study suggests that victims of bullying are between 2 and 9 times more likely to commit suicide.ⁱⁱⁱ RBWS has been developed to investigate and identify the root causes of bullying within our communities, and to give our communities the knowledge, skills and tools needed to create measurable change. The Boys & Girls Club of Boston is well positioned to build upon our experience to develop the curriculum and conduct these workshops in the Massachusetts communities where we have established relationships and trust with the disadvantaged populations who have the greatest need.

National Youth Outcomes Initiative (NYOI)

As part of Boys & Girls Clubs of America's NYOI initiative which gathers Club data nationwide, Boys & Girls Clubs of Boston administers an annual safety survey to its members covering bullying, emotional and physical safety and other critical areas affecting our youth's sense of safety and belonging. More than 30% of Club members surveyed in 2013 reported being bullied at school, with 17% reporting bullying at the Club^{iv}. What is most striking, is that bullying often transcends the classroom spilling over into the after school programs at the Club and then "virtually" through social media. RBWS seeks to combat bullying's root causes, greatly reducing its impact both inside and outside the classroom.

Methodology

The *Roots of Bullying Workshop* is focused on the K-12 Greater Boston school systems with the strategic intent to introduce a new paradigm on bullying prevention by exploring the culture of power and oppression that prevents an equitable distribution of opportunities to today's students, faculty, staff and their communities. By providing an expanded view of bullying, starting at the roots of the phenomena which are embedded in the social structures defined and perpetuated by the majority populations, these workshops will use a combination of lectures, discourse, hands-on activity and personal narrative to convey knowledge and build the skills to prevent bullying behavior before it has begun.

We have in place a team ready to bring this program into our communities, committed to creating change and giving Massachusetts youth the opportunities they deserve. Michael Travis and Elisabeth Cheries, Co-Executive Directors will lead the program bringing their combined skill and knowledge to the community. Simmone Quesnell, Chief Information Officer will contribute her organizational skills and research background to maintaining schedule and program revolution. Minwei Li will provide financial expertise keeping all

components on track and within budget. Together they are ready to bring the Roots of Bullying Workshops into a reality.

Summary

The Boys & Girls Club of Boston is committed to the improvement of our communities by empowering and educating the youth populations at greatest risk and with the greatest need. The RBWS will be a powerful tool that will serve to reduce school violence within the community and provide the leadership skills to perpetuate a new paradigm in how bullying is viewed, and prevented.

We thank you for the opportunity to submit our letter of inquiry and are available to answer any of your questions.

Sincerely,

Minwei Li
Chief Financial Officer

Simmone Quesnell
Chief Information Officer

Michael Travis
Co-Chief Executive Director

Elisabeth Cheries
Co-Chief Executive Director

**AMELIA PEABODY FOUNDATION
GRANT PROPOSAL FORM**

Please review the website at ameliapeabody.org carefully before applying

COVER SUMMARY:

1. Legal name of organization: Boys & Girls Clubs of Boston Inc.

2. IRS 501(c)(3) nonprofit with a Massachusetts address on the IRS determination letter? YES
NO

If no, identify your Fiscal Sponsor and attach the signed written Fiscal Sponsor Statement from the Fiscal Sponsor, including a copy of their 501(c)(3) with a Massachusetts address as well. Also include their most recent audit, or if none is available their most recent tax filing.

3. Federal Identification Number (Tax

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 I.D.#):

4. Address (please include street address if different from mailing address) _____
50 Congress Street No 730, Boston, MA, 02109

5. Website: http://www.bgcb.org

6. Name of Executive Director: Josh Kraft, CEO

Phone: (617) 912-9000 Fax: 6179944701 Email: jkraft@bgcb.org

7. Name of person completing this proposal if different: Michael Travis & Elisabeth Cheries

Title: Co-Chief Executive Directors Phone: (617) 912-9000

Email: mike.travis@me.com, cheries.e@husky.neu.edu

8. **Grant Amount Requested:** \$ 100,000

9. The period this grant will cover: 7 / 2015 to 6 / 2018

If a multi-year request please give amounts:

Year One: \$32,353 Year Two: \$33,324 Year Three: \$34,323

10. Please indicate whether the grant is for (you may check more than one category if appropriate):

Operations _____ Program Capital _____

(By Operations we mean the general operations of the organization. By Program we mean a particular program within the general operations, which could be either a new program, or an existing program, or the attempt to lift an existing program up to a new level of performance. By Capital we mean facility purchase, enlargement, renovation or repair, as well as the purchase of new equipment.)

11. Are you making this request as a challenge or in response to a challenge grant from another foundation or donor? YES NO

If yes, please tell us about the nature of the challenge grant.

12. Please summarize your proposal in a few sentences.

The Boys & Girls Club of Boston is committed to the improvement of our communities by empowering and educating the youth populations at greatest risk and with the greatest need. The Roots of Bullying Workshop (RBWS) will be a powerful tool that will serve to reduce school violence within the community and provide the leadership skills to perpetuate a new paradigm in how bullying is viewed, and prevented.

13. Please give us a brief profile of your organization in regard to goals and objectives, principal activities, and population and geographical areas served.

The mission of The Boys & Girls Clubs of Boston is to help young people, especially those who need us most, building strong character and realize their full potential as responsible citizens and leaders. We serve approximately 15,000 children and teens, ages 6 to 18 in our Clubs, and through our program and partnerships. Our 11 Clubs in Boston and Chelsea provide service to the communities in which they are located, and our YouthConnect program places licensed clinical social workers at police stations to provide prevention and intervention service and referrals to the city's high-risk youth and their families. The Roots of Bullying Workshop Series will provide another layer to the Boys & Girls Clubs of Boston's toolbox of knowledge and skills to combat the growing violence in our youth population and in its place create a culture of safety and acceptance.

14. What is your current total annual organization budget: \$ 22,120,000

15. Total number of staff: Full-time: 135 Part-time: 240 Volunteers: 4,778

16. Total number of Board members: 59 Age of Organization: 155 Years

a) Percent of Board members that attended at least 75% of board meetings within the last year 34%.

b) Percent of Board members making a personal unrestricted gift within the last year 100% .

c) Percent of Board members making solicitations on the part of the organization within the last year 45%.

d) Standing committees or task groups of the Board 98%.

17. List any previous support from the Amelia Peabody Foundation during the past five years.
None.

Signature: _____ Date: 26 / 04 / 2105

Please print your name and title: Michael Travis, Co-Executive Director & Elisabeth Cheries, Co-Executive Director

Organizational Profile:

1. State the goals and objectives of your organization.

The Boys & Girls Clubs of Boston is a 501(c)3 whose mission is to help young people, especially those who need us most, build strong character and realize their full potential as responsible citizens and leaders, through our programs and partnerships. Our approach focuses on six core initiatives: Arts; Education; Leadership; Life Skills; Sports, Fitness and Recreation; and Technology. It is our goal to provide a world class experience that ensures success is within reach for every young person who walks through our clubs doors, with all members on track to graduate high school with a plan for the future, possessing good character and citizenship, and maintaining a healthy lifestyle. We deliver effective and quality programs to best meet the needs of youth and give them opportunities to gain valuable skills to becoming responsible citizens and leaders in their communities.

A Boys & Girls Club Provides:

- A safe place to learn and grow
- Ongoing relationships with caring, adult professionals
- Life-enhancing programs and character development experiences
- Hope and opportunity

For more than a century, Clubs have helped put young people on the path to great futures. Nationally, Boys & Girls Clubs serve nearly 4 million young people annually, through membership and community outreach, in over 4,100 Club facilities throughout the country and BGCA-affiliated Youth Centers on U.S. military installations worldwide.

Resources:

BGCA National Youth Outcomes Initiative Survey
Boys & Girls Clubs of America. (2015). Our Facts and Figures. Retrieved April 25, 2015, from <http://bgca.org/whoweare/Pages/FactsFigures.aspx>

2. Who are the people that your organization principally serves. Give a profile of your population by age, gender, income levels and any other relevant criteria, and indicate the approximate number of individuals in each group. Also, what geographic area do you principally serve?

For over a century BGCB has been working to respond to the needs of young people and families by providing the necessary resources and opportunities for future success. Boys & Girls Clubs of Boston serves eleven locations within the Greater Boston area, including Charlestown, Dorchester, Roxbury, Roslindale, Jamaica Plain, Chelsea and South Boston ensuring that we are reaching the communities most in need. Our 15,000 members are between the ages of six and eighteen and 55% live in one-parent households, and 48% report a family income of less than \$27K annually.

Our membership demographics reflect the diversity of the neighborhoods we serve: 39% of young people are African-American, 2% Asian, 15% Caucasian, 30% Hispanic/Latino, and 14% multi-racial or of other heritages. Every day, hundreds of these young people and their families depend on

Quesnell, Simone 5/17/15 10:12 AM

Comment: I think we should either say "youth" or "young people" to just be consistent. Just a suggestion.

our programs and services, and it is part of the BGCB mission to reach those young people who need us most. Each of our Clubs serves neighborhoods in great need of quality out-of-school-time programs that provide enriching experiences and the support of caring non-parent adults in a safe environment. Providing activities such as sports, fitness and recreation, crafts and technology.

These socioeconomic and demographic indicators in all the communities served by BGCB's Clubs confirm the presence of a substantial, growing number of "high-risk" youth, for whom our Clubs are a major resource. The "high-risk" youth in the distressed communities we serve face multiple adversities in their growth to adults and, without additional resources, may end up without an education, unemployed, or unable to support themselves adequately, and more susceptible to negative environmental influences. BGCB's members live in some of Boston's most distressed and high risk neighborhoods that struggle with street crime, gangs, and violent crime. Problems that are deteriorating the health, economy, and social fabric of Boston's local communities. While young people living in these environments have the most to gain in the areas of educational attainment, safety, health equity, economic stability, and other socioeconomic issues, they are forced to develop critical life skills in the face of many additional challenges, including the following examples taken from our most recent annual member survey:

- * One-fifth of our members have been the victim of physical assault in the last 12 months, and nearly half have witnessed physical assault in the same period.
- * One in ten members has witnessed gun violence during the last year.
- * In 2013, 81% of members qualified for free or reduced lunches.
- * Only 39% percent of members live with both parents.

Resources:

Boys & Girls Clubs of Boston. (2014). Member Impact Highlights. Retrieved April 25, 2015, from <http://www.bgcb.org/wp-content/uploads/2015/01/Impact-for-web.pdf>
BGCA National Youth Outcomes Initiative Member Survey

3. Give a brief summary of your organization's history, including changes in your mission, if there were any, and key achievements.

It began in 1860, with three women who recognized a need among boys running amok in the streets. It was called *The Dashaway Club*, a safe place for these street children to find refreshment and recreation. Within 20 years it grew from a place to go into a place to grow, and it was renamed in 1880 as *The Good Will Boys Club* and offered lessons in dramatics, music and reading, they wanted to prove that even tough street kids, given opportunity and guidance, could get along in society and abide by the rules.

In 1893 the first Boston chapter opened in Charlestown as the *Bunker Hill Boys Club* with the mission of providing refuge for young boys whose home life and education were not conducive to their development into productive citizens. Similar clubs would arise in nearby communities and eventually merge together into the *Boys' Clubs of Boston*. Programs burgeoned and partnerships developed between the club and the Boston Police Department and the Boston Museum of Fine Arts. In 1981 the name was changed to *Boys and Girls Clubs of Boston* where girls were finally admitted to all clubhouses as full members for the first time. And today the mission is to aid in the development of youth ages six to eighteen, through programs in six core areas; the arts; education; leadership and character development; life skills; sports, fitness and recreation; and technology.

The program activities and support services are designed to assist in the overall educational, emotional, physical and social development of participants, without regard to social, racial, ethnic, or religious background. Each year the club reaches more children in more urban areas.

Resources:

Boys & Girls Clubs of Boston. (2014). *2013 Member impact highlights* [Brochure]. Author. Retrieved April 25, 2015, from <http://www.bgcb.org/wp-content/uploads/2015/01/Impact-for-web.pdf>

Boys & Girls Clubs of Boston. (2014). Our history: Boys and Girls Club of Boston. Retrieved April 25, 2015, from <http://www.bgcb.org/about-us/our-history/>

Northeastern University: Archives and Special Collections, & Chatalbash, R. (2005). Archives and special collections: Boys and Girls Clubs of Boston, Inc. records. Retrieved April 25, 2015, from <http://www.library.neu.edu/archives/collect/findaids/m103findprint.htm>

The Social Welfare History Project, & Hansan, J. (2011, September 11). Boys & Girls Clubs. Retrieved April 25, 2015, from <http://www.socialwelfarehistory.com/organizations/boys-girls-clubs/>

4. Provide a current Board listing with relevant background information on members including city of residence, positions held and other affiliations. Please also provide contact information for the board chair.

See Appendix C

5. Give a brief overview of your organization's present structure and programs.

Boys & Girls Club of Boston (BGCB) is an independent 501(c)3 and a member organization of Boys & Girls Clubs of America (BGCA), a national organization of local chapters which provide after-school programs for young people. BGCB has 21 dedicated board members, a large board of overseers from throughout Greater Boston and five local advisory boards in the communities we serve. Our professional staff includes BGCB's CEO, senior leadership team, Executive Directors of our six free-standing Clubs, Directors at our shared space Clubs and Summer Camp, and youth development professionals.

Boys & Girls Clubs of Boston (BGCB) provides more than 15,000 children and teens who need us most a safe place to go, ongoing relationships with caring adults, and life enhancing programs and experiences that build strong character and leadership qualities. Our 11 Clubs in Boston and Chelsea reflect the communities in which they are located.

BGCB helps kids stay safe when they need us most after school, on weekends, during the summer and where they need it most in local communities with prevalent crime, poverty and substance abuse. BGCA gives hope and opportunity. We serve children and teens, ages 6 to 18, in our Clubs and through our YouthConnect program, whose social workers are based at Boston police stations and citywide units.

Our programs help youth develop into responsible citizens by providing real skills, igniting passions, and inspiring confidence about their future. They focus on six core initiatives: Arts;

Education; Leadership; Life Skills; Sports, Fitness and Recreation; and Technology. We run summer camp programs for children and leadership programs for teens at five of our Clubs, and at Camp Harbor View Camp.

BGCB leverages the expertise and resources of other organizations to broaden our reach and deepen our impact. Our reputation for exceptional program delivery has, in turn, made us a sought-after partner for organizations seeking to provide beneficial programs or services to children and teens. Former Mayor Thomas M. Menino called BGCB “the most effective youth program in the city.”

BGCB uses Boys & Girls Clubs of America’s Formula for Impact theory of change, a blueprint for achieving long-term, large-scale goals, like changing lives and creating great futures for our members. The Club member who regularly attends the Club and participates at least once per week in targeted programs and activities with key elements for positive youth development, is more likely to progress in the priority outcome areas of good character and citizenship, academic success, and healthy lifestyles.

We provide a world class experience that ensures success is within reach for every young person who walks through its doors, with all members on track to graduate high school with a plan for the future, possessing good character and citizenship, and maintaining a healthy lifestyle.

The Formula for Impact represents the five key elements for positive youth development:

1. A safe, positive environment
2. Fun
3. Supportive relationships
4. Opportunities and expectations
5. Recognition

Resources:

Boys & Girls Clubs of Boston. (2014). Programs and Services: Boys and Girls Club of Boston. Retrieved April 25, 2015, from <http://www.bgcb.org/about-us/programs-and-services>

Boys & Girls Clubs of America (2015) Marketing Resources. Retrieved April 25, 2015, from <http://former.marketing.bgca.org/logos/national/Pages/FormulaforImpact.aspx>

Boys & Girls Clubs of America Wiki. (2015). Retrieved April 25, 2015, from http://en.wikipedia.org/wiki/Boys_%26_Girls_Clubs_of_America

Boys & Girls Clubs of Boston. (2014). Management Team: Boys and Girls Club of Boston. Retrieved April 25, 2015, from <http://www.bgcb.org/about-us/management-team>

Boys & Girls Clubs of Boston. (2014). Board Members: Boys and Girls Club of Boston. Retrieved April 25, 2015, from <http://www.bgcb.org/about-us/board-members/board-leadership-since-1893>

Boys & Girls Clubs of Boston. (2014). Member Impact Highlights. Retrieved April 25, 2015, from <http://www.bgcb.org/wp-content/uploads/2015/01/Impact-for-web.pdf>

6. Tell us about key members of your paid and volunteer staff in regard to their background, experience, and qualifications.

Please See Appendix D

7. Do you rent or own your own facilities? Do you work principally from one central facility, or from a number of different facilities in different locations? If more than one, how many are there and where are they located?

Boys & Girls Clubs of Boston owns its own facilities throughout Greater Boston, with the exception of our school-based sites. Greater Boston schools provide us with pro bono space afterschool to provide programming to kids. These programs include YouthConnect, designed as a preventative service for youth who are at risk for arrest or already part of the Juvenile Justice system. This program is run by licensed clinical social workers that are dedicated to providing quality service to youth. Our administrative office is located 50 Congress Street, Suite 730 in Boston. Each of our free-standing Club locations' employs an executive director or director, whom report to our CEO, Josh Kraft. For a full list of Club locations please visit: <http://www.bgcb.org/our-location>

8. What are your greatest strengths? What are your greatest challenges at this time in the life of your organization?

The greatest strengths of BGCB is continuing our mission of providing quality service to the youth by providing after school service through programming. Demands of adult life in the 21st century are increasingly complicated and both the modern workforce and day-to-day life require young people to have a variety of skills to be competitive, successful adults. Given the challenging circumstances faced by most of our members and the lack of resources in their lives, BGCB aims to provide kids with opportunities to develop key skills and have the kinds of enriching experiences that will aid their transition to adulthood.

BGCB formalized this aim by establishing Life After the Club (LATC), an innovative, multi-faceted strategy designed to help teen members develop plans for their post-Club lives, receive support through a staff mentor, and access resources to achieve their goals. LATC began as a pilot program at the Yawkey Club of Roxbury when Club staff sought a way to more directly address the specific needs of members who would soon be "aging out" of Club membership and entering adulthood. What has developed out of this staff innovation is an effective relationship-based strategy that is used across all five BGCB free-standing Clubs (FSCs). Many of our mentors are BGCB alumni from the areas our Clubs serve and their backgrounds reflect the diversity of the neighborhoods. The majority of our program staff are people of color and nearly one third are men of color. LATC mentors all have training and experience in working with a diverse, urban youth population.

Our Greatest Strengths

Mentoring

Relationships with caring non-parent adults are essential to the healthy development of the young people we serve. Research shows that the biggest single predictor of a child's future success is the presence of at least one non-parent adult in their life. Youth who have positive adult relationships are more motivated to learn and do better in school, have a better sense of themselves and their future, accept and take responsibility for themselves and others, and are more resilient and less likely to engage in risky behavior. All of these reasons are why mentoring is the framework for LATC. Every member between the ages of 15 and 18 are matched with a staff mentor based on pre-existing relationships and respective staff strengths. The mentor's role is to help the teen establish specific goals for when they "age out" of the Club and enter their post-Club adult life. Mentors also help teens develop an action plan for how he or she will achieve their goals and connect them to appropriate Club programming so that they can better achieve their goals. Mentors continue meeting with mentees at least once a month throughout the program year in one-on-one mentoring sessions. These meetings allow mentors and mentees to maintain their relationships as well as to assess their needs, guide them to appropriate programming, ensure that they are participating fully in these programs, monitor their progress, serve as an ongoing resource, and reassess their needs on a periodic basis. This year, BGCB expects to have over 200 teens "actively engaged" – that is, meeting with their mentors at least once a month – across all the five free-standing Clubs.

Once members are paired with staff mentors and a set of goals are created, along with an action plan to achieve them, mentees take part in appropriate Club programs that will help them succeed in three key areas of adult life: education, employment, and life skills. LATC focuses on these three skill-building areas because they are particularly critical during the late teen and early young adulthood years and are major components to ensuring a successful adult life.

Education

All children can succeed academically and grow to be healthy, productive adults if given sufficient support and opportunities to learn. By offering educational support and enrichment opportunities, LATC promotes academic success and encourages members to think beyond their circumstances. BGCB's teen education programming, which include evidence-based programs, occur throughout the school year from September to June and assists members in making sure they graduate from high school, determine post-Club educational goals, and explore options for fulfilling them. Through LATC, all members have access to daily homework assistance as well as specialized tutoring, which can be arranged at the recommendation of the staff mentor.

For members who hope to attend college after graduation, College Club offers a chance to research college and university options, go on campus tours (whether locally or out-of-state as resources allow), take onsite SAT prep classes, and receive thoughtful adult guidance throughout the application and financial aid process. For teens who are not interested in attending a four-year college, BGCB helps members learn about attending vocational and technical schools and also offers scholarships to address their financial needs. LATC helps ensure that every teen is aware of all the available education options for their post-Club lives.

Employment

During this current economic recession, young people have struggled with high unemployment. Recognizing this challenge, LATC prepares teens by offering comprehensive programming in jobs skills training from September through June and prepares members for future employment through paid employment experiences and additional career-related events and activities. LATC's employment programming includes job readiness workshops on career planning, resume writing, interviews, job searching, professionalism, and rights in the workplace. Teens can take advantage of professional development training on youth development topics including boundaries and behavior management. Teens can also serve as Junior Staff, where they receive hands-on employment experience while engaging in professional development opportunities, job skills training, and leadership experience.

Life Skills

While the third component of LATC programming covers skills that are part of the mundane day-to-day activities of adult life, these skills are also among the most critical. Life skills programming takes place from September to June and offers guidance navigating the daily social, civic, and financial transactions of adult life. Our members often spend their days in under-resourced homes, communities, and schools, and they are coming of age in extremely challenging times. Many adults in their lives may not have the time to teach basic life skills needed on a day-to-day basis. LATC supplements what members learn at home and at school with its LATC curriculum that includes a variety of skill-building modules including: monitoring one's finances, taking care of one's health, opening a checking account, paying taxes, searching for an apartment, and registering to vote. Members can take driver education classes (at Yawkey Club of Roxbury only) to learn about driver safety and the rules of the road, which can be lifesaving, as motor vehicle crashes are the leading cause of death for teens. Teens can also take advantage of Money Matters program, which is an evidence-based financial literacy program.

Resources:

Boys & Girls Clubs of Boston. (2014). Our Impact. Retrieved April 25, 2015, from <http://www.bgcb.org/about-us/management-team>

9. Tell us how you evaluate your organization's effectiveness in meeting your objectives.

The Boys & Girls Club of Boston systematically reviews program success, member impact and member success outcomes through a variety of data collection methods, most commonly through annual member and parent surveys. These surveys provide feedback on the perceived contribution of the Clubs programmatic interventions, feelings of safety and wellbeing, improvement of academic, life and work skills of the members. Moreover, these investigations into the success of the Boys & Girls Clubs do not end when a child ages out of the clubs but rather they follow-up to measure life-long impact of the program on future outcomes when these children become adults.

Given the establishment of a full-time Outcomes Analyst, we have been able to improve our strategy for evaluating the impact this major initiative will have on kids, both in the short- and long-term. Specific strategies include a more comprehensive logic model, increased quality control in data

collection, and focus groups. Over the course of the program year, staff will measure outcomes through the tracking of key indicators for each individual participant's progress in school, completion of programs, and desired changes such as mentees' perceptions of social support. Staff observation and self-reporting will be used to capture this information, and documentation, such as teacher progress reports related to behavior in school, will be used when possible. Staff training, tenure, and diversity will be also documented as new volunteers are trained and recruited.

Resources:

Boys & Girls Clubs of Boston. (2014). *2013 Member impact highlights* [Brochure]. Author. Retrieved April 25, 2015, from <http://www.bgcb.org/wp-content/uploads/2015/01/Impact-for-web.pdf>

Boys & Girls Clubs National Youth Outcomes Initiative and Surveys
And Discussion Board conversations
And E-mail exchanges

10. Do you collaborate with other organizations? If so tell us about those organizations.

The Boys and Girls Clubs of Boston collaborates with more than 200 community partners and had leveraged the expertise and resources of other organizations throughout our history to broaden our reach and deepen our impact.

In working with the MassGeneral Hospital for Children we have been able to employ a Director of Healthy Lifestyles, a position dedicated to the health and well-being of our members and staff. Our partnership with the Boston Police Department has enabled us to place Masters-level licensed social workers at police stations to provide prevention and intervention services to disadvantaged, high-risk urban youth and their families who are referred by police officers. Likewise, collaboration with Boston Public Schools has provided an avenue to reach more children who need us by providing a safe, nurturing and challenging Club environment within school buildings.

We have a long-standing partnership with the MIT Media Laboratory that has enabled thousands of young people to utilize technology in more complex and meaningful ways and has allowed children from all backgrounds the ability to express themselves through a process of designing, creating, experimenting, and exploring. A similar partnership with the Boston Museum of Fine Arts assists children in developing visual thinking skills, expressive abilities, cultural sensitivity and collaborative capacity by bringing art into the lives of children who may otherwise not have access.

Full list of partners attached as Appendix A

Resources:

Boys & Girls Clubs of Boston. (2015). Community partnerships | Boys and Girls Club of Boston. Retrieved April 25, 2015, from <http://www.bgcb.org/about-us/community-partnerships/>

11) The board approved Organization Budget, for the current and prior fiscal year, to be submitted separately, as an attachment, should include:

- Time period budget covers: 7 / 1 / 14 to 6 / 30 / 15

- Revenues: provide a line item revenue statement for all applicable budget categories

(Grants and Contracts, Other Fundraising, Program and membership fees).

- Expenses: provide a line item expense budget, with narrative footnotes for those applicable items, which need further explanation.

Please see Appendix B for Budget

Please see Appendix F for Budget Narrative

Resources:

Boys and Girls Club of Boston 2014 Annual Report with Organizational Budget. Retrieved April 25, 2015, from <http://www.bgcb.org/wp-content/uploads/2015/02/Boys-and-Girls-Clubs-of-Boston-2014.pdf> (Note: Current FY2015 budget not available)

12) A **Year to Date Financial Statement** to be submitted separately, as an attachment, including the

Time period the statement covers: __7__/_1__/_14__ to __6__/_30__/_15__

Please see Appendix G for a Year to Date Financial Statement

Resources:

Boys and Girls Club of Boston 2014 Annual Report with Organizational Budget. Retrieved April 25, 2015, from <http://www.bgcb.org/wp-content/uploads/2015/02/Boys-and-Girls-Clubs-of-Boston-2014.pdf> (Note: Current FY2015 budget and financial statements not available)

Proposal Narrative:

1. Describe the specific request. How would existing operations, facilities, and/or programs be affected by doing what you propose?

The Boys & Girls Clubs of Boston seeks to initiate the *Roots of Bullying Workshop Series* (RBWS). These interactive and engaging workshops have been designed to educate the faculty, administration, staff and adult community serving K-12 schools throughout Greater Boston on the underlying causes of bullying. Through an examination of individual and group cultural assumptions and societal beliefs, these events will use interactive activities to create a new knowledge paradigm about where bullying begins and provide the community with new approaches and tools for prevention of the growing violence in our school communities. These workshops are designed to give adults working with K-12 resiliency skills to identify and stop bullying within our school system.

Our existing facilities have the capacity to house this new program without disruption and space is available to hire additional employees, consultants and volunteers as needed without significant

impact to existing personnel. The RWBS will complement our Youth for Unity program which currently builds the capacity of local Clubs to help our members appreciate themselves as unique and special individuals, understand diversity in society, recognize bias and unfairness and take personal leadership in confronting bias by looking below the surface prejudice and bias.

Resources:

The Roots of Bullying Workshop Series

Letter of Inquiry

Boys & Girls Clubs of America- Youth For Unity Program

2. What would be the impact of your request on the population that you serve? Would the impact be the same throughout this population? If not, what group would stand to benefit most and in what way?

The Boys & Girls Clubs of Boston work with some of the areas most disadvantaged children. These children are at the greatest risk to become the perpetrators of or victims of, youth violence. And there is a growing body of knowledge that says that bullying has effects that can last a lifetime. The *Roots of Bullying Workshop Series* will combat bullying's root causes, greatly reducing its impact both inside and outside of the classroom. By educating the adults who have the most contact with our community's children, the reach of this program will far exceed classroom courses and like ripples in a pond, impact even those beyond our community boundaries.

Bullying while a national epidemic is a local problem and affects all of our community's children. Between one and four and one in three U.S. students say they have been bullied. A Yale study suggests that victims of bullying are between two and nine times more likely to commit suicide. From 2004-2008, 94 youth, aged 10-19 committed suicide in the state of Massachusetts.

Resources:

The Roots of Bullying Workshop Series

Letter of Inquiry

Massachusetts Department of Public Health, & Massachusetts Violent Death Reporting System. (2010). A closer look: Youth suicides. Retrieved April 25, 2015, from <http://www.mass.gov/eohhs/docs/dph/injury-surveillance/suicide/suicide-youth-incidents-bulletin.pdf>

3. Explain how this proposal addresses the needs of your community. If new, community-wide collaborations are envisioned, what are they?

Utilizing our existing partnerships with Boston Public Schools we will introduce a new and exciting way to prevent bullying through the Roots of Bullying Workshop Series. This "Train the Trainer" series provides the opportunity to create real and measurable change, beginning in the most disadvantaged communities in Massachusetts by training teachers, superintendents, principals, guidance counselors, teacher aides and other school employees. These professionals will be equipped to see the warning signs of bullying and bring new knowledge and skills into their schools and classrooms through daily interactions with the children most affected by bullying.

The RWBS will introduce a new paradigm on bullying prevention by exploring the culture of power and oppression that prevents an equitable distribution of opportunities to today's students, faculty, staff and communities. By providing an expanded view of bullying, starting at the roots of the phenomena which are embedded in the social structures defined and perpetuated by the majority populations, these workshops will use a combination of lectures, discourse, hands-on activity and personal narrative to convey knowledge and build the skills to prevent bullying behavior before it has begun.

Resources:

The Roots of Bullying Workshop Series

Letter of Inquiry

Massachusetts Department of Public Health, & Massachusetts Violent Death Reporting System. (2010). A closer look: Youth suicides. Retrieved April 25, 2015, from <http://www.mass.gov/eohhs/docs/dph/injury-surveillance/suicide/suicide-youth-incidents-bulletin.pdf>

4. For program or capital grants give timetables, planned activities by means of which you plan to meet your stated objectives.

Year 1	Quarter 1:	<ul style="list-style-type: none"> • Initial preparation for pilot series introduction into 3 area schools <ul style="list-style-type: none"> ○ Compose Team to Complete and Fine Tune RBWS ○ Begin talking with area schools about program / actively pursue program-buy in ○ Host an open forum night for prospective community members to inform and receive feedback ○ Select 3 area schools to participate in pilot rollout
	Quarter 2:	<ul style="list-style-type: none"> • Prepare all workshop materials for Quarter 3 rollout. • Compose and Train Workshop Team Leaders • Prepare survey / measurement tools • Compose and Train Survey/Measurement Team • Send out Invitations and Program Materials to participating schools
	Quarter 3:	<ul style="list-style-type: none"> • Introduce the Roots of Bullying Workshop Series <ul style="list-style-type: none"> ○ 6 of 8 Individual Workshops (2 per month)
	Quarter 4:	<ul style="list-style-type: none"> • Complete Pilot Rollout RBWS <ul style="list-style-type: none"> ○ 2 of 8 Individual Workshops (2 in first month) • Collect Initial Round of Surveys • Complete Initial Round of Interviews • Assess data • Follow-up with attendees as needed • Red-line current materials for improvements and

		participant commentary and suggestions.
Year 2	Quarter 1:	<ul style="list-style-type: none"> • Initial preparation for 2nd round RBWS introduction into 4 area schools <ul style="list-style-type: none"> ○ Assign RBWS Team to Complete and Fine Tune all red-lines into the RBWS program ○ Begin talking with additional area schools about program / actively pursue program-buy in ○ Host an open forum night for prospective community members to inform and receive feedback (Invite previous participants to provide testimony to program innovation/impact) ○ Select 4 area schools to participate in 2nd iteration.
	Quarter 2:	<ul style="list-style-type: none"> • Prepare all workshop materials for Quarter 3 rollout. • Refresh & Train Additional Workshop Team Leaders • Prepare survey / measurement tools for 2nd Series of surveys and interviews of pilot program attendees and schools. • Prepare survey / measurement tools for 1st Series of surveys and interviews for 2nd RBWS iteration. • Compose and Train Additional Survey/Measurement Team Members • Send out Invitations and Program Materials to participating schools • Introduce the Roots of Bullying Workshop Series <ul style="list-style-type: none"> ○ 6 of 8 Individual Workshops (2 per month)
	Quarter 3:	<ul style="list-style-type: none"> • Complete 2nd RBWS Iteration <ul style="list-style-type: none"> ○ 2 of 8 Individual Workshops (2 in first month)
	Quarter 4	<ul style="list-style-type: none"> • Collect Initial Round of Surveys • Complete Initial Round of Interviews • ** Collect 2nd Round of Surveys for 1st Pilot RBWS attendees and schools • **Collect 2nd Round of Interviews for 1st Pilot RBWS attendees and schools • Assess data • Follow-up with attendees as needed • Red-line current materials for improvements and participant commentary and suggestions.
Year 3	Quarter 1: Quarter 2: Quarter 3: Quarter 4	<ul style="list-style-type: none"> • Initial preparation for 3rd round RBWS introduction into 5 area schools <ul style="list-style-type: none"> ○ Assign RBWS Team to Complete and Fine Tune all red-lines into the RBWS program ○ Begin talking with additional area schools about program / actively pursue program-buy in ○ Host an open forum night for prospective

		<p>community members to inform and receive feedback (Invite previous participants to provide testimony to program innovation/impact)</p> <ul style="list-style-type: none"> ○ Select 5 area schools to participate in 3rd iteration. <ul style="list-style-type: none"> • Prepare all workshop materials for Quarter 3 rollout. • Refresh & Train Additional Workshop Team Leaders • Prepare survey / measurement tools for 3rd Series of surveys and interviews of pilot program attendees and schools. • Prepare survey / measurement tools for 2nd Series of surveys and interviews of 2nd Iteration RBWS attendees and schools. • Prepare survey / measurement tools for 1st Series of surveys and interviews for 3rd RBWS iteration. • Compose and Train Additional Survey/Measurement Team Members • Send out Invitations and Program Materials to participating schools <ul style="list-style-type: none"> • Introduce the Roots of Bullying Workshop Series <ul style="list-style-type: none"> ○ 6 of 8 Individual Workshops (2 per month) <ul style="list-style-type: none"> • Complete 3rd RBWS Iteration <ul style="list-style-type: none"> ○ 2 of 8 Individual Workshops (2 in first month) • Collect Initial Round of Surveys • Complete Initial Round of Interviews • ** Collect 2nd Round of Surveys for 2nd Iteration RBWS attendees and schools • **Collect 2nd Round of Interviews for 2nd Iteration RBWS attendees and schools • ** Collect 3rd Round of Surveys for 1st Pilot RBWS attendees and schools • **Collect 3rd Round of Interviews for 1st Pilot RBWS attendees and schools • Assess data • Follow-up with attendees as needed • Red-line current materials for improvements and participant commentary and suggestions.
Year 4		<ul style="list-style-type: none"> • Begin Sustainability Program for RBWS Continuation and Expansion • Close out Grant Requirements with Final Reporting

Resources:

Short and Long Term goal assignment

Feedback from Dr. Heidi

Feedback and Information from Mike Travis

To be revised again for Final Proposal

5. For program grants describe the extent of staff and volunteer involvement, that is, how much time and how many staff volunteers, as well as ratios of staff to those served.

Cara Gould, Senior Executive Director of Operations, will oversee the lead staff member for the Roots for Bullying Workshop Series. Cara's experience working with high-risk adolescents in both Boston and Los Angeles and experience as both a Clinician and Assistant Unit Director at the Justice Resource Center in Boston make her a natural fit to oversee RBWS. Cara has worked in partnership with individuals, families, communities and government to address their shared challenges in a comprehensive, coordinated, systematic, and effective manner. The Lead Staff member (50% FTE) will manage a portfolio of eight to 15 dedicated volunteers who will be trained to implement the RBWS curriculum. In addition, two volunteers will be recruited to work with BGCB's outcome measurement team to effectively capture and evaluate the success of the program.

There will be a minimum of three volunteers that will implement each module of the RBWS curriculum, with each volunteer cross-trained on all 8 workshops to guarantee success and continuity of program. All volunteers will be selected from BGCB's large current volunteer base, as well as local colleges and universities, with particular emphasis on those studying to attain a Masters in Social Work, Masters of Nonprofit Management, Masters in Public Policy, or youth development related fields. New volunteers will be trained annually to assure a continual pipeline of passionate and dedicated team members.

Resources:

Boys & Girls Clubs of Boston. (2014). Management Team: Boys and Girls Club of Boston. Retrieved April 25, 2015, from <http://www.bgcb.org/about-us/management-team>
Justice Resource Institute. Mission Statement. Retrieved April 25, 2015, from <http://www.jri.org/>

6. Describe your plan for continuing and sustaining the program that this grant would support following the grant period.

Boys & Girls Clubs of Boston builds upon more than 120 years tremendous growth and success in serving Greater Boston's youth. The majority of our current support comes from individual donors, corporations, state and federal grants, fees, planned gifts such as bequests and private foundations. Our board volunteers, development staff and senior leadership will continue to develop this multi-faceted strategy to ensure our capacity to provide a rich array of services targeted and guided by a strategic vision to invest and innovate in order to increase the number of youth we impact. BGCB has been able to achieve significant progress towards our strategic goals and continues to deepen our impact on young people and broaden our reach in neighborhoods of need. BGCB's partnerships, play a vital role in serving children and teens, in leveraging resources for maximum impact, and in helping us develop effective citizens and leaders among the youth whom we serve.

BGCB will look to individuals, foundations and corporations with a commitment to supporting current BGCB programs as well as prospective new donors interested in child safety and bullying prevention programs. In addition to philanthropy, BGCB receives \$50,000 annually in unrestricted

state government funding which can be applied to RBWS and 100,000 in federal funding from Office of Justice. Lastly, our moderate membership dues and fees are an unrestricted revenue stream that will help ensure long-term sustainability. BGCB is financially committed to the long-term sustainability of RBWS, and will continue to pursue opportunities from restricted grants, donations, and individual gifts, government funds as well as to use unrestricted funds as necessary. The Roots of Bullying Advisory Committee will be expanded to broaden options for funding and support. The local visibility that the program will surely garner will enable us to fundraise not only at the local, but also at a regional and national level. Matching funds raised for this program will be leveraged in order to maximize impact and allow for sustainability. We will continually track progress and evaluate curriculum. With proven outcome measurements, we will have the opportunity for expansion to other Clubs regionally and even at the national level with Boys & Girls Clubs of America involvement.

Throughout our history, BGCB has leveraged the expertise and resources of other organizations to broaden our reach and deepen our impact. Our reputation for exceptional program delivery has, in turn, made us a sought-after partner for organizations seeking to provide beneficial programs or services to youth. The BGCB board of directors is committed to bullying prevention as this is a key strategic initiative of our most recent strategic plan. BGCB is committed to the long-term sustainability of the Roots of Bullying Workshop objectives which directly address our strategic plan goals to deepen our impact, especially among members whose level of engagement tends to decrease as they enter their teen years and experience bullying. BGCB has garnered support from committed partners throughout Boston that all have a mutual interest in seeing RBWS succeed and continue into the future. Such partners include local colleges and universities, middle and high schools, the department of public health and the New England Patriots/Myra Kraft Foundation.

BGCB raises about 85% of its budget every year from philanthropic sources, and with an expanded donor base since the completion of our 2008 comprehensive campaign, deeper engagement of our existing donors, and a diversified fundraising strategy that includes public funding, we have continued to strengthen our ability to both raise and manage funds during these challenging economic times. Our Nicholas President and CEO, Josh Kraft, who has now been in the position for the last 5 years, continues to bring in new corporate donors, develop deeper relationships with existing individual and institutional donors, and generate key partnerships that create new fundraising opportunities and strengthen BGCB's infrastructure to ensure that programs like RBWS remain effective and long-lasting.

Resources:

Boys & Girls Clubs of Boston. (2014). Community Partnerships. Retrieved April 25, 2015, from <http://www.bgcb.org/about-us/community-partnerships>

Boys & Girls Clubs of Boston. (2014). Our Impact. Retrieved April 25, 2015, from <http://www.bgcb.org/our-impact>

7. What will be your criteria for success? How will you measure success in the short - and long - terms?

Initial criteria for success will be measured in attendee feedback. This will be the first round of surveys and interviews conducted upon the closing of each RBWS. This will measure overall learning, engagement and motivation. The current perceived level of bullying incidents will also be assessed at this time as well as the qualitative responses as to current cultural and social atmospheres. Student safety surveys will also be considered during initial feedback phases.

Further measurement will be taken 12 months after the completion of an RBWS. This will measure continued learning, engagement and motivation. Additionally questions will be designed to judge the impact within the community by way of measuring how many new initiatives have been brought into classrooms and how those activities and concepts have been received by students. That reception will be broken down by age, gender, race and other demographic factors.

These measurements will continue every 12 months.

Furthermore, official reporting of acts of bullying and school violence will be collected for x years prior to the RBWS intervention and will continue to be collected after the conclusion of RBWS's in order to track the levels of violence within our school communities and locate the impact of RBWS with what we theorize will be a reduction in acts of bullying.

References:

None

8. Please include a list of Anticipated Funding Sources with dollar amounts, indicating specific sources and which are committed, pending or anticipated.

- Boston Celtics Shamrock Foundation @ \$15,000 X 3 years (committed)
- 99 Restaurants @ \$5,000 X 3 years (committed)
- Anonymous Individual @ \$5,000 matching gift X one year (anticipated)

9. The Project Budget, for a program or capital request, should be submitted separately, as an attachment, and should include:

- Time period budget covers: 7 / 1 / 15 to 6 / 30 / 18
- Revenues: provide a line item revenue statement for all applicable budget categories.
- Expenses: provide a line item expense budget, with narrative footnotes for those applicable items that need further explanation.
- Please note where general operation funding is requested the Organization Budget would be the Project Budget, although additional details may be needed to account for possible Foundation funding.

Please see attached Project Cost Budget: Appendix B

Appendix A

2013-2014 Partners

"e" inc.
99 Restaurant
AccessSportAmerica
Allandale Farm
Appalachian Mountain Club
ARGUS
Associated Grant Makers
Babson College
Bank of America
BASE
Belmont Hill School
Berklee College of Music
Berkshire Partners
Big Apple Circus
Big Sister Association of Greater Boston
Bikes Not Bombs
Boston After School & Beyond
Boston Bruins Foundation
Boston Cares
Boston Celtics Shamrock Foundation
Boston Centers for Youth & Families
Boston Children's Hospital
Boston Children's Museum
Boston College
Boston Fire Department
Boston GLASS
Boston Host Lions Club
Boston Inner City Youth Tennis Program
Boston Medical Center
Boston Neighborhood Network
Boston Parks & Recreation
Boston Police Department
Boston Public Health Commission
Boston Public Schools
Boston Red Sox Foundation
Boston ROCKS
Boston Symphony Orchestra
Boston University
Boston Water Sewer Commission
Boys & Girls Clubs of America
Bunker Hill Community College
Castanea Partners
Celebrity Series of Boston
Chadwick Martin Bailey
Charlestown Against Drugs
Charlestown Ball Hockey League
Massachusetts General Hospital
Massachusetts General Hospital Charlestown
Healthcare Center
Massachusetts General Hospital Chelsea
Healthcare Center
Massachusetts Golf Association
Massachusetts Promise Fellowship
Massachusetts Youth Soccer Association
MassGeneral Hospital for Children
MathPOWER
McCall & Almy
McGladrey
Metro Boston Alive
MetroLacrosse
MGH Institute of Health Professions
Microsoft
MIT Chemistry Club
MIT Media Lab
Mount Hood PGA Mt. Hood
Museum of Fine Arts, Boston
Museum of Science
Music & Youth Initiative
Music Drives Us
National Inclusion Project
National Park Foundation
Neiman Marcus
New England College of Optometry
New England Eye
New York Life Insurance
Northeastern University
Partners for Youth With Disabilities
Partners HealthCare
Pine Manor College
Private Industry Counsel
Project 351
Project HIP-HOP
Radio Disney
Raytheon
ReadBoston
Relevant 24
ReVision Urban Farm
Roslindale Open Studios
Save the Harbor/Save the Bay
Schernecker Properties
School of Martial Arts
Science Club for Girls

Charlestown Park Rangers
Charlestown Public Library
Charlestown Substance Abuse Coaliton
Charlestown Working Theater
Charlestown Youth Soccer Association
Chelsea Community Schools
Chelsea Human Services Collaborative
Chelsea Police Department
Chelsea Public Schools
Citi Performing Arts Center
City of Boston
City on a Hill
City Year
CitySprouts
Codman Square Health Center
Commonwealth Shakespeare Company
Community Boating
Courageous Sailing
Cradles to Crayons
CULTURELink
Curious Creatures
Curry College
Dan Duquette Sports Academy
Diamond Girls Boston
Discovering Justice
Dive Kulture
Education Development Center
Forsyth School of Dental Hygiene – MCPHS
Franklin Park Zoo
FUEL Education
Generations, Inc.
Girl Scouts
Girls' LEAP
GOAL SOCCER
Goggles for Guppies
Green City Growers
HarborCOV
Harvard Basketball
Harvard Business School
Harvard School of Dental Medicine
Harvard School of Public Health
Health Resources in Action
Himmel Hospitality / Post 390
Historic New England
Historic Newton
HONK!
Hyde Square Task Force
InnerCity Weighlifting
Institute for Global Youth Development
Programs

Science for Shooting Stars
Share Our Strength
Shawn & Soheil Summer Classic
Simmons College
Social Capital Inc.
South Bay Mental Health
South Boston Community Health Center
South End Community Health Center
Sportsmen's Tennis & Enrichment Center
State Street
Stonehill College Men's Basketball Team
Strong Women, Strong Girls
Suffolk County District
Attorney's Office
Summit Partners
Sweer Recess
Team Bonding
Temple Emmanuel
Tenacity
The American Red Cross
The Children's Room
The Country Club
The Eliot School of Fine & Applied Arts
The Esplanade Association
The Family Van
The Food Project
The Gavin Foundation
The Gillette Company
The Greater Boston Food Bank
The Highland Street Foundation
The Institute of Contemporary Art
The Intel Computer Clubhouse Network
The Mary Baker Eddy Library
The Meadowbrook School
The New England Aquarium
The New England Patriots Charitable
Foundation
The Sports Museum of New England
The Timothy Smith Network
The Ultimate Self Defense & Performance
Center
The USA Swimming Foundation
The Way LLC
Thompson Island Outward Bound
Tufts University
uAspire
UMASS Boston
United Way of Massachusetts Bay and
Merrimack Valley
United Postal Service

Japanese Drumming
 Jewish Community Relations Council
 Junior Achievement
 Junior League of Boston
 Kids Music by Marcie
 Kiwanis
 Land's Sake Farm
 Lasell College
 Latin Beat Fitness Studio
 Life is good Playmakers
 Mad Science of Greater Boston
 Madison Park Development
 Margulies Perruzzi Architects
 Marriott Hotels
 Mass Mentoring Partnership
 Massachusetts College of Art and Design
 Massachusetts Eye and Ear Infirmary

Urbanity Dance
 US Olympic Committee
 Wellesley College
 Westfield Capital
 WGBH
 Wheelock College
 Whole Foods
 Wider Horizons
 World Ocean School
 Youth Enrichment Services
 Youth Options Unlimited
 YWCA
 Zelma Lacey House

Appendix B: Cost Budget

Budget for the Boots of Bullying Workshop									
Name	Role on Project	Effort	Year 1 Base Salary	Year 2 Base Salary	Year 3 Base Salary	Year One	Year Two	Year Three	
I. Personal									
A. Project Director	Boots of Bullying workshop Director	50%	\$ 45,000.00			\$ 22,500	\$ 23,175	\$ 23,870	
B. Program Coordinator	Trainer- lead training of volunteers	25%	\$ 12,000.00			\$ 3,000	\$ 3,090	\$ 3,183	
	Volunteer Coordinator	5%	0			0	0	0	
	Volunteer Coordinator	5%	0			0	0	0	
	Volunteer Coordinator	5%	0			0	0	0	
	Volunteer Coordinator	5%	0			0	0	0	
	Volunteer Coordinator	5%	0			0	0	0	
	Volunteer Coordinator	5%	0			0	0	0	
	Volunteer Coordinator	5%	0			0	0	0	
	Volunteer Coordinator	5%	0			0	0	0	
	Volunteer Coordinator	5%	0			0	0	0	
	Volunteer Coordinator	5%	0			0	0	0	
	Volunteer Coordinator	5%	0			0	0	0	
Sub Total Salary						\$ 25,500	\$ 26,265	\$ 27,053	
II. Benefits/Taxes									
A. Payroll Taxes						\$ 722	\$ 743	\$ 766	
B. Fringe Benefits						\$ 2,168	\$ 2,253	\$ 2,300	
Sub Total Personal						\$ 28,389	\$ 29,241	\$ 30,118	
III. Training	Training new teachers					\$ 500.00	\$ 515.00	\$ 530.45	
IV. Travel	Buses and Oil compensation					\$ 500	\$ 515	\$ 530	
V. Materials									
A. Printing & Copying						\$ 500	\$ 515	\$ 530	
B. Books and Materials						\$ 720	\$ 742	\$ 764	
VI. Communications	Expenses related to outside communicating Service								
A. Telephone and Fax	Expenses related to outside communicating Service					\$ 500	\$ 515	\$ 530	
B. Postage and Delivery	Sent postcards and promoting materials to clinics					\$ 150	\$ 155	\$ 159	
VII. Other Expenses									
A. Meeting Expenses	Open Forum night					\$ 144	\$ 148	\$ 153	
B. Food and Snacks for Workshops	Cooks, coffee break, etc.					\$ 500	\$ 515	\$ 530	
VIII. Indirect Cost	General office supplies (staples, paper, pen, etc)					\$ 450	\$ 464	\$ 477	
Total Budget						\$ 32,353	\$ 33,324	\$ 34,323	\$100,000

Appendix C:

Dana Smith (2013-) <i>Chair of the Board of Directors</i> Community Volunteer FedEx Corporation Jonathan G. Davis

<i>Immediate Past Chair</i> The Davis Companies		
Josh Kraft <i>Nicholas President and CEO</i>		
Maureen Alphonse-Charles Senior Vice President and COO The Partnership, Inc	Jeffery C. Bloomberg Chairman Gordon Brothers Group, LLC	Michael E. Bonner Founder Digitas and Upromise, Inc
Emily Brown Community Volunteer	Michele Courton Brown Vice President and COO Quality Interactions, Inc	Holly McGrath Bruce Trustee The Highland Street Foundation
Joseph Campanelli Director of Health Promotion & Communication Harvard School of Public Health	Laurence S. Chud, M.D. Psychiatrist and Psychoanalyst Faculty, Harvard Medical School	Robert B. Cleary Jr. Senior Vice President DTZ
Stephanie Connaughton Marketing Consultant	William A. Earon Managing Director Coastal Capital Advisors, LLC	Sandra M Ederley Community Volunteer
Corinne L. Ferguson Community Volunteer	Karen M. Firestone President Aureus Asset Management, LLC	John F. Fish President and CEO Suffolk Construction Company, Inc
Susan E. Florence Senior Vice President Christie's	Robert E. Gallery Massachusetts President Bank of America	Mike Gordon Managing Member Vinik Asset Management, LLC
Vicary M. Graham Regional President of Wealth Management BNY Mellon	Lawrence D. Greenberg General Partner Alydar Capital	Donna K. Hazard Community Volunteer
Joseph L. Hooley CEO State Street Corporation	Ogden M. Hunnewell Founder and President Nordic Properties, Inc	Durant A. Hunter Principle Ridgeway Advisors, LLC
Bruce Jacobs Managing Partner Westfield Capital Management	Dave E. Johnson Partner Bain & Company	Darlene L. Jordan Executive Director Gerald R. Jordan Foundation
Brian J. Knez Co-founder & Managing Partner Castanea Partners, Inc	Michael A. Krupka Managing Director Bain Capital Partners, LLC	Richard D. Lassen Partner Deloitte & Touche
Elena M. Matlack Community Volunteer	Christopher J. McKown Co-Founder and Executive Chairman Iora Health	Elvaldo Morata Partner and CEO Eneas

Janice Morris Executive Vice President Fidelity Investments	Brian T. Moynihan CEO Bank of America	Elizabeth G. Nabel President Brigham and Women's Hospital
John Nadas Chairman Choate, Hall & Stewart LLP	Thomas J. Niedermeyer Jr. Managing Partner Liberty Square Asset Management	Saul J. Pannell Senior Vice President and Partner Wellington Management Company LLP
Randy Peeler Managing Director Berkshire Partners, LLC	Bryan Rafanelli Chief Creative Officer Rafanelli Events Management	Bernadette T. Rehnert Community Volunteer
Laura C. Reynolds Community Volunteer	Paul J. Rooney President EBS Insurance Brokers, Inc	Jack Sebastian Managing Director Goldman Sachs
Meredith Clark Shachoy Partner CMS Partners	Greg A. Shell Portfolio Manager GMO LLC	Robert J. Small Managing Director Berkshire Partners LLC
Kimberly Steimle Chief Marketing and People Officer Suffolk Construction Company, Inc	R. Gregg Stone III Founder Kestrel Management, LLC	Michael J. Swenson Managing Director Goldman Sachs
Richard A. Voke, Esq Partner Law Office of Richard A Voke	Herbert S. Wagner III Managing Director The Baupost Group	Damian Wilmot Assistant General Counsel Sunovion Pharmaceuticals Inc
Frank V. Wisneski Jr Retired Partner and Senior Vice President Wellington Management Company	Stephen G. Woodsum Founding Managing Partner Summit Partners	

Resources:

Boys & Girls Clubs of Boston. (2015). Board Leadership Since 1893 | Boys and Girls Club of Boston. Retrieved April 25, 2015, from <http://www.bgcb.org/about-us/board-members/board-leadership-since-1893/>

Appendix D

Senior Management Team



Josh Kraft, Nicholas President and CEO, is in his 25th year of serving youth at Boys & Girls Clubs of Boston. Prior to accepting his current role in 2008, he was the Founding Executive Director of BGCB's Gerald and Darlene Jordan Club in Chelsea. For 15 years, he led the after-school program from the basement of a public housing development, until the current state-of-the-art building could be built. Josh serves on the boards of Beaver Country Day School, Brigham and Women's Hospital as well as the Harvard Pilgrim Health Care Foundation, is an Overseer for the Museum of Science and Lasell College, and is also a volunteer soccer coach in Newton. He received his

Bachelor's from Williams College, and his Master's in Education and Social policy from the Harvard Graduate School of Education.



Jerry Steimel, Executive Vice President, Operations, began working at BGCB in 1987 as Executive Director at the Charlestown Club and became Executive Vice President, Operations in 2000. His current responsibilities include supervision of Executive Directors and operations at our Clubs, Camp Harbor View and the YouthConnect program. He hails from Kentucky and has 40 years of experience in the youth development field. Prior to BGCB, he was Associate Director at Project Rap, a multi-service agency in Beverly, MA, and was Director of their emergency shelter for teens. He has also been Director of a youth center, a caseworker in the Chicago courts and a teacher in an alternative high school. He has an M. S.W. from the University of Chicago.



Patricia (Trish) Gannon, Executive Vice President, Finance & Planning, Chief Financial Officer, joined BGCB in 2006. Trish provides strategic leadership for the organization and direct oversight of all financial functions, ensuring long-range sustainability as well as fiscal stability for the agency's programs and Clubs. She manages a range of activities to support the financial, facility and technological functions of the agency, including relationships with auditors, vendors and insurance companies. Formerly, Trish served as VP for Fiscal Affairs and CFO of Merrimack College, where she provided strategic direction for a broad range of operations. She spent 10 years in senior leadership positions at the Massachusetts Development Finance Agency, formerly Massachusetts Industrial Finance Agency, and began her career as Assistant to the CFO at Boston's Children's Museum. Driven by a lifelong passion for the not-for-profit sector, Trish has served on boards and committees for several nonprofit organizations. She holds a B.A. in Economics from the College of the Holy Cross and an M.P.A. from Suffolk University



Alexandra Fuchs, Executive Vice President, Development, joined Boys & Girls Clubs of Boston in 2010. She leads a team of 18 professionals in fundraising activities that generate more than \$16 million annually from individual, corporate, foundation and government funding sources. She works closely with the CEO and the Boards of Directors and Overseers, as well as with Committees including Board Governance, Campaign & Major Gifts, Development & Marketing, the Corporate Leadership Council, the Friends Council comprised of young professionals and the newly created Artemis Circle for women. Prior to BGCB, Alexandra spent nearly eight years at the Boston Symphony Orchestra (BSO), serving as the Director of Annual Funds and Donor Relations. She oversaw in excess of \$9 million in annual support from 12,000 individual donors for the BSO, Boston Pops and Tanglewood Annual Funds, and created and managed a variety of donor stewardship and solicitation initiatives.



Cara Gould became the Senior Executive Director of Operations in early 2015, after serving as the Director of Camp Harbor View since its inception in 2007. She

supervises the staff at Camp Harbor View, Mattapan Teen Center, YouthConnect, Orchard Gardens Boys & Girls Club, and the shared space clubs. Cara has 14 years experience working with high-risk adolescents in both Boston and Los Angeles. Her work in Boston includes four years at the Justice Resource Center in Boston where she worked as a Clinician and Assistant Unit Director. Her work in Los Angeles was with Homeboy Industries where she supervised community service workers in a job readiness program as the Community Outreach Coordinator. Later as the Operations Director at Homeboy she oversaw day-to-day operations of Jobs For A Future, a gang rehab program which provided job training and placement for former gang members. Cara has a Master of Arts in Marriage and Family Therapy from Loyola Marymount University and a Bachelors in Psychology from Boston College.

**For a full list and more information on BGCB's senior management team, please visit:
<http://www.bgcb.org/about-us/management-team>**

Resources:

Boys & Girls Clubs of Boston. (2014). Management Team: Boys and Girls Club of Boston. Retrieved April 25, 2015, from <http://www.bgcb.org/about-us/management-team>

Appendix E

OUR CLUBS	
<p>Blue Hill Club</p> <p><i>George Robert White Youth Development Center / Smith Family Teen Center</i></p> <p>15 Talbot Avenue Dorchester, MA 02124</p> <p>Directions</p> <p>P: 617-474-1050 F: 617-474-1056</p> <p>Carl Thompson- Berkshire Partners Executive Director cthompson@bgcb.org</p>	<p>Orchard Gardens Club</p> <p><i>Orchard Gardens Community Center</i></p> <p>2 Dearborn Street Roxbury, MA 02118</p> <p>Directions</p> <p>P: 617-516-5285 F: 617-224 5603</p> <p>Adetunji Onamade – Director aonamade@bgcb.org</p>
<p>Charlestown Club</p> <p><i>Keane Children's Center / Ansin Youth</i></p>	<p>South Boston Club</p> <p>230 West Sixth Street South Boston, MA 02127</p>

<p>Center</p> <p>15 Green Street Charlestown, MA 02129</p> <p>Directions</p> <p>P: 617-242-1775 F: 617-241-3847</p> <p>Peter Nash – Executive Director pnash@bgcb.org</p>	<p>Directions</p> <p>P: 617-268-4301 F: 617-464-6306</p> <p>Harry Duvall – Executive Director hduvall@bgcb.org</p>
<p>Condon Club</p> <p><i>James F. Condon Elementary School</i></p> <p>200 D Street South Boston, MA 02127</p> <p>Directions</p> <p>P: 617-307-6075 F: 617-635-8611</p> <p>David Shaw – Director dshaw@bgcb.org</p>	<p>Sumner Club</p> <p><i>Charles Sumner Elementary School</i></p> <p>15 Basile Street Roslindale, MA 02131</p> <p>Directions</p> <p>P: 617-363-9938</p> <p>Nina Vansuch – Director nvansuch@bgcb.org</p>
<p>Franklin Hill Club</p> <p><i>Franklin Hill Housing Development</i></p> <p>5 Shandon Road Dorchester, MA 02124</p> <p>Directions</p> <p>P: 617-282-2800 F: 617-282-2877</p> <p>Tanya Gould - Director tgould@bgcb.org</p>	<p>Yawkey Club of Roxbury</p> <p><i>Smith Family Teen Center</i></p> <p>115 Warren Street Roxbury, MA 02119</p> <p>Directions</p> <p>P: 617-427-6050 F: 617-427-6647</p> <p>Andrea Swain - Executive Director aswain@bgcb.org</p>
<p>Gerald and Darlene Jordan Club</p> <p><i>Kraft Family Youth Center</i></p> <p>30 Willow Street</p>	<p>YouthConnect</p> <p>115 Warren Street Roxbury, MA 02119</p>

<p>Gerald and Darlene Jordan Club</p> <p><i>Kraft Family Youth Center</i></p> <p>30 Willow Street Chelsea, MA 02150</p> <p>Directions</p> <p>P: 617-884-9435 F: 617-889-5190</p> <p>Michelle Perez - Executive Director mperez@bgcb.org</p>	<p>YouthConnect</p> <p>115 Warren Street Roxbury, MA 02119</p> <p>Directions</p> <p>P: 617-427-0957 F: 617-442-1705</p> <p>Andrea Perry - Executive Director aperry@bgcb.org</p>
<p>Hennigan Club</p> <p><i>James W. Hennigan Elementary School</i></p> <p>200 Heath Street Jamaica Plain, MA 02130</p> <p>Directions</p> <p>P: 617-427-0144</p> <p>Amy Lyons – Director alyons@bgcb.org</p>	<p>Camp Harbor View</p> <p><i>Operated by Boys & Girls Clubs of Boston</i></p> <p>On Long Island in Boston Harbor</p> <p>P: 617-379-5500 F: 617-224-5603</p>
<p>Mattapan Teen Center</p> <p>10 Hazelton Street</p>	

Appendix F: Budget Narrative

Budget Narrative

I. Personnel

1. Senior Executive Director of Operations will serve as Project Director @ 50%FTE
The Project Director will contribute a minimum of 50% of her time to managing this workshop and monitoring progress toward program’s objectives.
 - \$45,000/year Salary * 0.5 FTE=\$22,500/year

2. Program Coordinator @25%FTE
 - \$12,000/year Salary *0.25FTE =\$3,000/year
 3. The volunteers are needed. The volunteers will be free.
- II. Benefits & Taxes
1. Payroll Taxes@2.83%. According to the Official Social Security website, the Social Security portion is 6.2% on earnings up to \$118,500 and the Medicare portion is 1.45% on all earnings. The employer pays the half of FICA, so the total rate is 2.83%(7.65%/2=2.83%).
 2. Fringe Benefit
Fringe Benefit for employees are budgeted by the following formula for the portion of salary paid by the grant only: healthcare (4%*salary) and retirement (4.5%*salary).
- III. Training
- Training costs will be split into two parts. The majority (80%) will go to train teachers for the RBWS as well as for team-building exercises. The workshop will also train team members in capturing annual survey responses to track performance (20%). The total cost will be \$500.
- IV. Travel
- Due to the fact that the workshop runs in Greater Boston, employees will need to travel to multiple locations for classes. We will reimburse for public transportation or mileage for commuting to trainings. Total will be \$500.
- V. Materials
1. Printing & Copying
The workshop will print materials including brochures, postcards, booklets, newsletters and advertising for local schools. The total year budget is \$500.
 2. Books and Materials
The textbook and other materials need to support teaching and research. The total budget is \$720.
- VI. Communications
1. Telephone and Fax
This includes telephone and fax fee \$500/year.
 2. Postage and Delivery
The workshop need sent some postcards or promoting materials. The first year plan to sent 440 postal materials. The total in first years is 440*\$0.34=\$150.
- VII. Other Expenses
1. Conference fees
Each year will hold an open forum night. The funds will cover the expenditure and advertising of the forum.
 2. Food and Snacks for Workshops
Food supplies include lunch, snacks, drinks, coffee/tea and so on. The total budget is \$500.

VIII. Indirect Cost

Indirect cost includes general office supplies for the RBWS include paper, folders, staples, pens and other collateral for the seminars and advertising in local schools. The total cost for supplies is \$450.

ⁱ The U.S. Department of Education

ⁱⁱ CDC-2015

ⁱⁱⁱ No Bullying.com, August 26, 2014

^{iv} BGCA 2013 National Safety Survey