



Boys and Girls Clubs of Greater Washington

VPP Investment Partner Series



■ Boys and Girls Clubs of Greater Washington

For over 117 years, the Boys & Girls Clubs of Greater Washington has been making a positive difference in the lives of area youth, helping them build confidence, develop character, and acquire the skills needed to become productive, civic-minded, responsible adults. Today, the organization provides after-school academic enrichment and athletic activities for 35,000 children annually throughout the National Capital Region.

From public schools to public housing, the Boys & Girls Clubs of Greater Washington's clubs come in a variety of shapes and sizes: some are full-service, self-sustaining facilities; some operate out of two-plus bedroom apartments in public housing complexes; and some share space with high schools and elementary schools. But all offer the same basic recipe for giving kids the tools they need to become productive adults: a safe place to learn and grow; ongoing relationships with caring, adult professionals; life-enhancing programs; character development experiences; and hope and opportunity.



■ Profile

Boys & Girls Clubs of Greater Washington (BGCGW) provides after-school academic enrichment and athletic activities for 36,000 children annually throughout the region.

Facts

Founded:: 1886

Executive Director: Col. Will A. Gunn

Chair, Board of Directors: Terry D. McCallister

2006:

Staff: 133 full-time, 178 part-time

Budget: \$13.5 million

Mission and History

Boys & Girls Clubs of Greater Washington (BGCGW) is a multi-service youth organization providing after-school academic enrichment and athletic activities for children throughout the metropolitan area. The mission of BGCGW is to help boys and girls of all backgrounds, with an emphasis on at-risk youth, build confidence, develop character and acquire the skills needed to become productive, civic-minded, responsible adults.

Founded in 1886 as a service agency for boys, this venerable institution has served hundreds of thousands of children in the Washington, DC region. In 1973, a new board extended those programs and services to girls. Since 1995 when Pat Shannon came aboard, the organization has grown from serving 15,000 children to serving 35,000. In 2003, BGCGW merged with the Metropolitan Police Boys & Girls Clubs (founded in 1934), expanding BGCGW to encompass 25 clubs and a 168-acre camp, making it the largest affiliate of Boys & Girls Clubs of America.

Services

BGCGW serves over 35,000 youth annually between the ages of 6 and 18 in DC, Maryland, and Virginia through their after-school and summertime care programs. The clubs provide programs in character and leadership development, education and career development, cultural arts, health and life skills, and sports and fitness. Service fall in to five main categories:

- Character & Leadership Development
- Education & Career Development
- The Arts
- Health & Life Skills
- Sports Fitness & Recreation

■ Performance Summary and Fact Sheet

Summary

The Boys & Girls Clubs of Greater Washington is a stronger organization than it was in 2004, with a new CEO. Its core infrastructure has been strengthened as a result of planning and the beginning implementation of improvements to build and strengthen organizational capacity.

Key Information

- *Date, years, and stage of VPP Investment:* March 2004; 1.75 years (early stage; partially funded)
- *Capital committed and disbursed by VPP:* \$898,962 committed; \$562,415 disbursed
- *Estimated children to be served in 2010:* 36,000
- *Revenue increase & % budget growth:* \$11.8 (FY 2005) to \$13.5 million (FY 2006); a revenue increase of 15%
- *Leveraged funding:* \$670 thousand
- *Expansion to new places and coverage:* Three new sites

Aspiration and Goals

BGCGW aspires to become the paramount point of entry for more than 20,000 area at-risk children into an established development path, through structured activity with positive role models. In the pursuit of taking the most at-risk kids to new heights, BGCGW will enhance its outreach efforts into underserved areas of the community through two new efforts. The first is a new club located in Washington, DC in the Shipley Terrace neighborhood east of the river that will open in April 2005. This club will be part of a group of organizations housed in one center (the Town Hall Education, Arts and Recreation Center or THEARC) to serve the community with programs

from child and youth developmental activities to the arts to health care. The second effort in Herndon, Virginia focuses on expanding the number of Hispanic and Asian youth in the local clubs. There has been a recent boom of immigrants in the area, and a rapid growth of gangs. This effort is focused on providing safe and beneficial alternatives for the local children and youth.

BGCGW wants to become a national model for a “community policing initiative” through more effectively integrating police personnel into the BGCGW programs across the region. In addition, the BGCGW wants to firmly establish Camp Brown in St. Mary’s County, Maryland, as a formally accredited regional summer school academic program for at least 200 youth each summer.

The BGCGW believes it is extremely important to demonstrate that they “make a difference in children’s lives” and want to fully implement Project Learn, by establishing outcome standards, monitoring and managing to those standards, enhancing performance and service delivery and evaluating programs against established outcome expectations.

BGCGW believes it is essential to ensure the long-term financial sustainability of the organization through more effectively using a variety of its resources to produce increased amounts of predictable revenue flows. It wants to derive the maximum financial benefit from its real estate assets, from its significant board membership, by using its political leverage to gain earmarks in Federal budgets and line item inclusion in state and local budgets, to fully deploy its extensive funds development capability and to develop any other revenue sources that can be identified.



By doing these things, BGCGW believes they will be a national model for effectively delivering well-designed programs to culturally diverse youth that provide the youth with the opportunity to “realize their full potential as productive, responsible and caring citizens.”

Investment Rationale

Key factors that provide the basis for an investment with BGCGW include:

1. BGCGW is one of the largest organizations serving youth in the region. Affecting even a slight change in benefit and value for children can provide a significant “social rate of return” on VPP’s investment. It is realistic to assume that several thousand lives will be improved with the support of VPP’s investment. It’s reasonable to assume our investment could have a positive impact on 5,000-10,000 children over the next 5-10 years as well as indirect benefit to others in the region and the nation.
2. Boys and Girls Clubs have an intervention and program model that achieves positive outcomes for children. There is a history of this demonstrated performance.
3. An interesting opportunity is to leverage the BCGGW regional facilities and infrastructure to provide a platform for other VPP investment partners to regionalize delivery of their services.

Innovations and New Thinking

The merger of The Boys and Girls Clubs of Greater Washington with the Police Boys and Girls Clubs created an opportunity for the nonprofit, with VPP’s support, to step back and strategically consider how to best serve over 30,000 children. An intensive business planning process catalyzed changes throughout the organization by shifting growth plans from serving more children to more deeply and effectively serving the children already in its programs. The process also energized and engaged the large and powerful board, particularly in their oversight and governance functions. The new CEO has brought fresh perspective, professionalism, management skills and vision to help the organization implement its ambitious plans.

Key Accomplishments

BGCGW has successfully completed an intensive business planning process while undergoing a fiscal crisis and CEO retirement due to health concerns. The plan resulted in a greatly expanded vision for the organization where the impact on the thousands of children served is deepened by increasing the quality and complexity of programs over the next five years. Other noteworthy accomplishments that contributed to improved capacity and increased effectiveness include:



- **Planning and Focus:** Completed a major portion of business planning in fall of 2004, facilitated by McKinsey & Co., resulting in a clear vision for increasing its impact on the more than 20,000 children and youth it serves with core programs. The business planning process has restarted as of February 2006 with the leadership of the new CEO.
- **Human Capital—Board and Management:**
 - Successfully recruited and began to integrate a new CEO.
 - Board re-engaged and committed to governance and oversight role.
- **Capitalization/Revenue:** Obtained unsecured, low-interest, three-year line of credit for \$5 million. Received \$1,247,774 in total government earmarks for calendar year 2006.
- **Financial Oversight:** New CFO (formerly the audit engagement officer for the BGCGW audit when he worked for BDO Seidman, LLP) and greater board awareness begins to improve financial oversight, reporting, stability, and accountability for organization.
- **Outcome Assessment:** Installed KidTrax system throughout clubs to better track the number of children attending the clubs. Beginning to integrate deeper outcomes data requirements into KidTrax system with additional support from Verizon.



■ Leaders

Col. Will A. Gunn

CEO



Col. Will A. Gunn is CEO of the Boys & Girls Clubs of Greater Washington (BGCGW), a youth organization providing after-school academic enrichment and athletic activities for 35,000 children annually throughout the National Capital Region through its 21 clubs

and a summer camp. Founded in 1886, BGCGW is the largest affiliate of the Boys and Girls Clubs of America.

Gunn joins the BGCGW after a distinguished 25-year career in the United States Air Force and a long history of mentoring and volunteer work with young people through churches and schools wherever he was stationed.

Throughout his career, Gunn built, oversaw and managed large, complex legal teams to ensure fair and just representation within the military legal system. Most recently, Gunn was Chief Defense Counsel in the Department of Defense Office of Military Commissions where he directed the overall defense effort for detainees brought before military commissions at Guantanamo Bay, Cuba. While in this post, Gunn built a defense office from the ground up and led a team of 14 military and 20 civilian pool attorneys representing a client base of more than 500 detainees. Prior to this position, he was Executive Officer to the Air Force Judge Advocate General (JAG), where he oversaw the office responsible for organizing, assigning and training more than 2,500 active duty and reserve attorneys and paralegals.

Gunn has held a variety of positions as a manager and staff attorney for the Air Force's Judge Advocate General, at one time leading a 52-person legal team covering an 11-state region that defended several thousand clients and served a total client base of more than 100,000 personnel at 26 installations. From 1990-1991 he was a White House Fellow, serving as a liaison between the White House and Department of Transportation, Department of Veterans Affairs, National Aeronautics and Space Administration and the Federal Emergency Management Agency.

Gunn has a deep commitment to helping people. He has been actively engaged in bringing more minorities into the Air Force Academy and working within JAG to mentor and develop young attorneys. He has coached various youth basketball teams, tutored in the Washington, DC and Montgomery, Alabama school systems and directed youth programs through his church.

He holds a J.D. (cum laude) from Harvard Law School and a B.S. from the U.S. Air Force Academy. He also holds an M.S. from the Industrial College of the Armed Forces and an L.L.M. in Environmental Law from George Washington University.

He lives in Northern Virginia with his wife, Dawn, and three children.

Terry McCallister

Chairman, Board of Directors



Terry McCallister is President & Chief Operating Officer of WGL Holdings/Washington Gas Light Company. After graduating with honors from the University of Missouri with a Bachelors of Science in Engineering Management, McCallister began his career in

1978 with ARCO, a major vertically integrated oil and gas company. Throughout his 20 years with ARCO, he progressed through numerous positions of increasing responsibility including Director and Vice-President of Arco Pipeline Company, where he had responsibility for all of its Operations, Engineering, and Environmental, Health, and Safety activities. In 1998, he joined Sonat as an officer and Vice-President in charge of Operations and Environment, Health, and Safety where he successfully helped transition and merge the company into El Paso Energy Corp.

In April 2000, McCallister joined Washington Gas Light Company, in Washington DC, now a wholly owned subsidiary of WGL Holdings, Inc. as Vice President of Gas Transportation. On October 1, 2001, McCallister was elected President and Chief Operating Officer of WGL Holdings, Inc. and Washington Gas Light Company. He is responsible for all aspects of the regulated utility including business development, construction, operations, environmental, safety, engineering, rates and gas acquisition, information technology and human resources activities. He also serves on the board of directors for several wholly owned subsidiaries of WGL Holdings, Inc.

McCallister plays an active leadership role in the natural gas industry. He serves on the Board of Directors for the Gas Technology Institute (a research company for

the natural gas industry), the Leadership Council of the American Gas Association, and the Presidents' Roundtable of the Southern Gas Association. In the past, he has also been active with the Interstate Natural Gas Association of America, the Society of Petroleum Engineers, and the American Management Association. Because Washington Gas serves our Nation's Capital, McCallister has been active in many initiatives to ensure infrastructure security, such as the Washington Area Council of Governments and the Natural Gas Industry Infrastructure Surety Workshop.

McCallister is very active in his community both from a civic viewpoint and a charitable viewpoint. He serves on the executive committee of the board of directors for both the Northern Virginia Business Roundtable and the Greater Washington Board of Trade. Both organizations promote business development in the metropolitan region. He is also a member of the INOVA Health System Foundation Board and the Economic Club of Washington.

McCallister gives willingly of his time to charities. He is Chairman of Board for the Boys & Girls Clubs of Greater Washington. He is a member of the board of directors for Northern Virginia Family Services and the National Symphony Orchestra. Additionally, during the past he has served as the Gala Chairman for the District of Columbia Youth Orchestra Program, setting records for those fundraising efforts, and Gala Chairman for Northern Virginia Family Services. He has actively participated in the Leukemia and Lymphoma Societies fund-raising events and the United Way Campaign in the Washington D.C. area. McCallister has chaired the United Way drives at Arco, raising greater than \$2,000,000 for the United Way of Anchorage organization. In 2001, he was the Executive Sponsor for Washington Gas's United Way campaign and the Toy Drive. McCallister and his wife Susan live in Alexandria, Virginia.





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