

**STRATEGIES**  
FOR SERVING  
**LATINO YOUTH**  
IN BOYS & GIRLS CLUBS



**BOYS & GIRLS CLUBS**  
OF AMERICA



**LATINO**  
**OUTREACH**  
initiative



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# INTRODUCTION

A HISTORY OF CHANGING  
AND SAVING YOUNG LIVES

"THE CLUB  
SAVED MY LIFE."



BOYS & GIRLS CLUB



For more than 150 years, Boys & Girls Clubs have helped many of the nation's most disadvantaged young people develop their strengths and transform their lives. These grassroots efforts have impacted millions of youth since the first Club opened its doors in 1860.

ACCORDING TO A HARRIS SURVEY, 67 PERCENT OF OUR ALUMNI SAID THE CLUB KEPT THEM OUT OF TROUBLE WITH THE LAW; 62 PERCENT SAID THE CLUB HELPED THEM SUCCEED IN SCHOOL; AND AN AMAZING 57 PERCENT SAID THE CLUB ACTUALLY **"SAVED MY LIFE."**

The mission of Boys & Girls Clubs of America (BGCA) is to enable all young people, especially those who need us most, to reach their full potential as productive, caring, responsible citizens. Across the country, Boys & Girls Clubs serve 3.9 million children and teens at nearly 4,000 facilities. More than one-fifth of these Club members – approximately 23 percent – are Latino. The caring staff and programs that Boys & Girls Clubs offer young people help them to do well in school, learn how to be healthy and interact positively with their communities. Boys & Girls Clubs offer all youth – including Latino children and teens – a solid foundation from which to launch great futures.

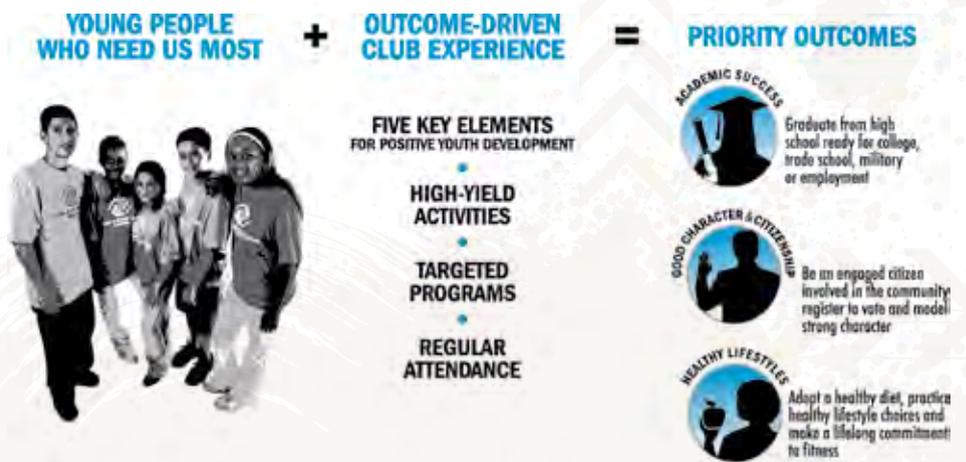
## BGCA'S STRATEGIC VISION

BGCA believes that every child can achieve a great future, and that we can help them get there. Our bold vision for all Clubs is: "To provide a world-class Club Experience that assures success is within reach of every young person who enters our doors, with all members on track to graduate from high school with a plan for the future, demonstrating good character and citizenship, and living a healthy lifestyle." To achieve this vision, BGCA has developed a strategic direction called the Formula for Impact.

The Formula for Impact is a research-informed theory of change that describes how both BGCA and individual Clubs will exponentially increase our impact on the young people of America. The ultimate goal is to help assure that success is within reach of every young person who enters the doors

of a Club. In order to have a deeper impact on the youth we serve, it becomes critical to ensure members attend the Club as often as possible so that they can benefit from the Club experience. In fact, a 2009 study by Public/Private Ventures found that frequency of attendance is directly tied to the following positive outcomes:

- Higher levels of community service involvement
- Decreased levels of aggression
- Increased school effort and academic confidence
- Lower likelihood of starting to carry a weapon, abuse drugs or become sexually active



## THE NEED

While the success of Boys & Girls Clubs is undeniable, so is the enormity of the challenges confronting young people and America right now. Today 28 percent of all students will not graduate from high school. For Latino students, these statistics are even more dismal, with only 58 percent graduating on time.<sup>1</sup> BGCA is deeply concerned about this issue and is committed to helping create great futures for Latino young people. Clubs are uniquely positioned to strategically cultivate Latino youth leadership skills and prepare Latino youth to contribute to and serve our country, and fully participate in its institutions.

Latinos now comprise more than 16 percent of the U.S. population, making them the nation's largest minority group.<sup>2</sup> Unfortunately, Latino students – a significant portion of America's school enrollment – face many obstacles on their paths to success in school, hindering their chances for productive lives.

Fortunately, intervention can be successful, as dropping out of high school is not a sudden event but a gradual process. The primary indicators for youth at risk of dropping out of school are poor attendance and course performance. Students across the country also cite the following non-academic reasons for dropping out:

- Missed too many days of school and couldn't catch up;
- Quit because they were failing in school;
- Had to get a job and make money; and/or
- Were pregnant and did not go back to school after having the baby.<sup>3</sup>

To illustrate how these factors affect Latino students more severely, consider teen pregnancy. Of all Latinas who drop out of high school between their sophomore and senior years, 36 percent cite being pregnant or becoming a mother as their reason for leaving school. Pregnant Latina teens are much more likely to drop out of school than their non-Latina peers. More than half of Latina teen moms – 54 percent – do not complete high school, compared to 34 percent of teen moms overall.<sup>4</sup>

Of the many positive outcomes associated with regular Boys & Girls Club attendance, improved academic performance and lower rates of sexual activity can significantly increase the likelihood of success for Latino young people. Given our longstanding commitment to serving Latino families and the success of our outreach to Latino youth thus far, BGCA is well positioned to significantly impact this population.

## HOW CLUBS CAN HELP: IMPLEMENTING THE LATINO OUTREACH INITIATIVE

Serving the Latino population is one of BGCA's top priorities. Launched in 2004, BGCA's Latino Outreach Initiative (LOI) aims to recruit and retain Latino youth and their families to local Boys & Girls Clubs. The LOI equips Clubs with effective strategies, programs and best practices for reaching, serving and empowering Latino youth and their families, while fostering awareness about the contributions of Latinos to U.S. culture.

Elements of the LOI include leadership and character development programs, education programs, youth soccer leagues, performing arts and English-as-a-Second-Language (ESL) classes. Clubs can hire bilingual staff to oversee these efforts, provide diversity training to all program staff and build collaborations with local Latino organizations. To date, due to the generous support of The Goizueta Foundation, more than 15 Clubs have received sizable grants to implement this initiative.

### HOW TO USE THIS GUIDE

If your community has a significant Latino population, your Club can use the strategies and best practices outlined in this guide to develop your own Latino Outreach strategy. This guide offers a variety of simple, yet highly effective solutions captured from Clubs around the country that have successfully implemented the LOI. BGCA's national staff served as mentors to help Clubs design and carry out the initiative. While this guide contains examples that can be readily adopted by any Club, it is important to tailor these recommendations to suit the needs of your members and community.



"IT IS CRITICAL  
TO BE IN TUNE  
WITH THE NEEDS  
OF YOUR  
COMMUNITY."

# IMPLEMENTING

THE LATINO OUTREACH INITIATIVE





The following information will help ensure that your Club's LOI is tailored to the needs of the youth and families in your community. What follows are recommended steps and strategies to lay a solid foundation for the rest of your LOI to build upon. As with any targeted outreach effort, it is critical to be in tune with the needs of your community and adjust your strategies and efforts as needed.

Perhaps the three biggest needs when starting to develop your Club's LOI are to:

- Conduct a needs assessment;
- Hire staff and volunteers; and
- Recruit and retain new members.

This section outlines these steps in further detail and provides proven, real-life examples from Club sites who have implemented the LOI.

## CONDUCTING A NEEDS ASSESSMENT

Your Club's strategy for implementing the LOI should start with a needs assessment. This assessment will help you clearly understand where there are opportunities in your community to serve the Latino population. Because each community is unique, local culture will drive the development of your Club's program, making you truly responsive to the needs of your members and their families. Examining youth trends and issues nationally and in your community can help you define your program's focus. Three ways of getting at the information you need are explored here: demographic data, surveys and focus group information.

### DEMOGRAPHIC DATA

The first step to conducting a needs assessment is to gather data about youth in your community. Then compare local data to national data to see where your community stands on issues that affect young people. National data is useful for getting a big-picture view of youth concerns across the country, and can indicate trends that may be ahead for your community. There are several good, inexpensive resources for each:

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IF WE DON'T REGULARLY ASSESS THE NEEDS AND INTERESTS OF OUR MEMBERS, WE MAY BE MISSING THE OPPORTUNITY TO HELP THEM. THIS IS ESPECIALLY CRITICAL WITH OUR TEENS, WHO NOT ONLY CAN "VOTE WITH THEIR FEET" IF THEY DON'T FEEL THE CLUB IS MEETING THEIR NEEDS AND INTERESTS, BUT WILL SHARE THEIR OPINION – POSITIVE OR NEGATIVE – WITH THEIR FRIENDS AS WELL.

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### NATIONAL DEMOGRAPHIC DATA

- U.S. Census Bureau: [www.census.gov](http://www.census.gov)
- Kids Count Data Book, Annie E. Casey Foundation: [www.aecf.org/MajorInitiatives/KIDSCOUNT.aspx](http://www.aecf.org/MajorInitiatives/KIDSCOUNT.aspx)
- America's Children: Key National Indicators of Well-Being: [www.childstats.gov](http://www.childstats.gov)

### LOCAL DEMOGRAPHIC DATA

Local data is useful in designing programs and areas of emphasis for your program, and for making the case for local support for your Club or teen center. To draw a complete picture, look at the following areas:

- Violence, Arrest, and Gang Data (police department's research/planning unit or local precinct, local juvenile court)
- School-Related Data (local school district)
- Economic Data (local community development office)
- Health Data (health department)
- Housing Data (public housing authority)

### SURVEYS

Surveying local youth and their families regarding needs and interests can provide you with a wealth of information. One benefit of conducting a survey is that it will give respondents anonymity, allowing for candor and honesty. It is recommended that Clubs interested in doing a survey convene a committee to help streamline and design the survey. The additional perspectives will help you get ideas that you might otherwise not have formed on your own.



THE LATINO  
OUTREACH  
INITIATIVE  
IN ACTION

Boys & Girls Clubs of El Paso used an innovative approach to involving parents in programs and activities by going into neighborhoods, conducting home visits and introducing themselves to families. This proved to be beneficial in gaining parents' trust and dispelling any myths about their local Boys & Girls Club.

## CHOOSING THE RIGHT STAFF

The right staff members and volunteers are crucial to the success of your Club's LOI. Staff members must be able to relate to the Latino population through language and culture to build trust. Spanish-speaking staff members are essential to fostering relationships and ensuring effective communication with Latino youth and families. Staff should also be caring, attentive and sensitive to the needs of your community's Latino population, many of whom may be recent immigrants and first-generation Americans.

### HIRING A FAMILY OUTREACH COORDINATOR

Many pilot sites that have successfully implemented the LOI have hired a dedicated family outreach coordinator. The ideal candidate for this role is a Spanish-speaking individual who is familiar with local Latino culture. The coordinator must be able to identify and effectively communicate with Latino families to gain trust and engage them in Club offerings. This person should also have solid contacts and community ties. By far, the most important duty of this position is recruitment and retention. As such, the coordinator will execute wide-ranging outreach activities to draw Latino youth and families into the Club. The concept of Boys & Girls Clubs is non-existent in Latin American culture, so the ability to build trust is paramount for the individual selected for this role.

#### Sample family outreach coordinator responsibilities include:

- Translating Club materials within reason (e.g., flyers, membership application, signage) to educate the Spanish-speaking community about the value of Club participation.
- Identifying needs of the specific population around the Club.
- Developing relationships with parents. This is essential to the success of any outreach initiative. Personal relationships cultivated with parents will strengthen trust in the Club. Additionally, parents should be able to bring other concerns to the coordinator (e.g., Medicaid, food stamps) and receive community referrals.
- Conducting cultural training with staff (i.e., educating Club staff about diversity with the Latino community and the cultural nuances of each Latin American nation).
- Creating engaging, targeted outreach activities. Examples include community health and job fairs, and cultural or local festivals.

- Cultivating partnerships with city and county officials and boards.
- Youth case management (e.g., placing Latino youth into appropriate programs at the Club, offering extrahelp with college applications).
- Integrating Latino youth into Club activities to expand the cultural knowledge of both Latino and non-Latino members.

### BILINGUAL AND MULTICULTURAL STAFF

While pilot sites found that hiring bilingual staff members was key to the LOI's success, they found that it was even more impactful to hire staff who were multicultural as well. Staff members from diverse ethnicities and nationalities tend to relate more easily to Latino values – regardless of whether they are of Latino descent themselves – than American-born staff. This may be attributed to the fact that many non-U.S. cultures, like the Latin culture, are extremely family and community oriented. Additionally, Latino immigrants can readily identify with staff who may have once been considered "foreigners" themselves. The ability to relate to the experience of arriving in a foreign country and not speaking the language or having full grasp of the culture is powerful in gaining the trust of Latino families.

### PARENT VOLUNTEERS

Some pilot sites recommend that there be a minimum volunteer requirement for parents who enroll their youth in the Club. This may need to be done on a case-by-case basis, as some Latino parents work multiple jobs and cannot realistically commit to volunteering on a regular basis. As an alternative, Clubs can offer parents a contract with several volunteer options, allowing them to choose activities that interest them, and decide in advance how many hours they can commit to the Club in a given month. Club staff may also consider offering parents incentives for participating in Club activities. For example, parents who attend a certain number of activities may qualify for early enrollment in the Club's summer program.



## RECRUITING AND RETAINING LATINO CLUB MEMBERS

Your Club can recruit and retain Latino youth and families by adopting programming that is both relevant and FUN. Below are examples of programs that have been proven to draw new members to the Club, and keep them there:

**Arts and cultural activities:** Activities such as salsa and folkloric dance have worked well to attract Latino members. The A. R. Gus Barksdale Club in Atlanta formed a Mexican folklore dance group comprised of all youth at the Club, not just Latinos. They have performed at several regional and national BGCA conferences.

**Camping trips:** Youth love to get away and spend time with their friends. Retreats and camping excursions are a great way for staff to bond with members and strengthen relationships with them.

**College preparation:** Offering college prep activities such as scholarship assistance, college tours and help with completing college enrollment and financial aid applications appeals to teens and families looking to further their children's education.

**Community service:** Projects such as "Ungraffiti," where members paint over graffiti on a bridge to show their pride in being positive members of the community, or feeding the homeless at a local shelter, provide opportunities for youth to bond and be a part of meaningful programs that improve the community. These programs also helped combat the negative stereotypes sometimes associated with Latino youth.

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ACCESS TO TRANSPORTATION IS COMMONLY CITED A PROBLEM ACROSS THE ENTIRE BOYS & GIRLS CLUB MOVEMENT. SAFE PASSAGE OF MEMBERS TO AND FROM THE CLUB IS OF UTMOST IMPORTANCE. TO ENSURE SAFETY, MANY CLUBS PURCHASE VANS AND BUSES TO PICK UP YOUTH AT SCHOOLS. ANOTHER OPTION IS TO PARTNER WITH SCHOOLS SO THEY CAN DROP KIDS OFF AT THE CLUB RATHER THAN AT HOME. MANY LOI PILOT SITES IMPLEMENTED A MANDATORY TRANSPORTATION ORIENTATION TO SET CLEAR EXPECTATIONS FOR MEMBERS AND THEIR FAMILIES.

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**Community-wide events:** Carnivals, parades, health and job fairs, and cultural celebrations are all excellent platforms for engaging and recruiting local families. Hispanic Heritage Month is a perfect example of an opportunity to celebrate and educate members about Latino culture. Hosting an International Food Festival where families bring a dish specific to their country of origin can also facilitate the integration of LOI across Club culture.



### THE LATINO OUTREACH INITIATIVE IN ACTION

Children's Aid Society held a town hall event that coincided with the rollout of the Club's LOI. Attendees were asked 10 questions to assess how the Club could spread the word to the Latino community about the services that the Club could provide for youth and families. As a result, the Club was able to attract a large Dominican population through a baseball program. The Club also held cultural events that emphasized national pride, including participating in the Puerto Rican Day parade. In addition, the Keystone Club organized a carnival during Hispanic Heritage Month.

**Education and tutoring opportunities:** These academic programs appeal to a variety of interests in the Latino community. Providing a resource center where parents and teens can receive educational advice, counseling and information is helpful to youth and parents alike.



### THE LATINO OUTREACH INITIATIVE IN ACTION

Boys & Girls Club of Venice attracted Latino youth with educational programming, including science and math tutoring for ESL students, arts programs and celebrating various Latino cultures from different nationalities. Their arts room was completely renovated during the grant period and now doubles as a gallery with members' works on display.

**Junior Staff:** Some Latino youth need to find jobs in order to contribute to family income; this need often makes it harder for youth to continue to attend the Club. To counter this, Clubs found success in outlining the long-term benefit of teens attending the Club when possible. In some cases, teens were hired as Junior Staff, allowing them to experience the benefits of Club participation while earning needed income.



### THE LATINO OUTREACH INITIATIVE IN ACTION

**Sports and physical fitness activities:** These activities are consistently a big draw with the Latino community. The seasonal soccer program at the Boys & Girls Clubs of the Los Angeles Harbor, for example, was so popular that it was extended to a year-round program. Other sports programs that have been successful at pilot Clubs include kayaking, sailing, boxing and baseball.

Boys & Girls Clubs of Hall County created a teen-driven soccer league called Liga de Barrios. Teams from different neighborhoods competed against one another, fostering a sense of community pride. Teens recruited players, handled marketing, defined rules for the league, and posted updates on Facebook and Twitter.

**Summer reading program:** Finding safe and appropriate summer programming is important to parents who work long hours or more than one job. As Latinos have the highest dropout rate in the country, summer reading programs are not only an avenue for retaining Latino youth, but an opportunity to further strengthen the Club's impact on members in the area of academic success.

**Town hall meetings:** These meetings are an opportunity to engage families, distribute valuable information and discuss issues pertinent to the local community.

Once Latinos become involved in the Club in large numbers, traditional programming may need to change. There may also be fundamental changes in the mentality of all members attending the Club. Latinos and non-Latinos alike will learn about other countries, languages and ways of life. This will significantly enrich members as well as Club staff.

"LATINO  
YOUTH FACE A  
UNIQUE SET OF  
OBSTACLES"

KEY SUCCESS  
FACTORS





After your Club has built a solid foundation for your LOI, which includes conducting a needs assessment; choosing the right staff; and implementing programming that will assist with your member recruitment and retention efforts, it is then important to cultivate relationships with parents, community leaders and community agencies who can support and serve as advocates for your Club and Latino youth.

Building a sense of community strengthens parental involvement. Look for opportunities to allow parents to share their skills, hobbies, customs and traditions through classes on various topics such as cooking, sewing, crafts or even construction. Including parents in the planning of activities enhances their sense of pride and gives them opportunities to actively participate in their children's Club experience.

## THE LATINO OUTREACH INITIATIVE IN ACTION

Children's Aid Society asked parents to participate in Hispanic Heritage Month, where they created their own displays from each of their countries of origin, brought food and shared the richness of their homelands.

Other ideas for engaging parents include inviting them to join field trips or chaperone Club programs and events. Pilot sites had great success in inviting parents on college tours for teens. A "Parent of the Month" award is also a great way to recognize outstanding parents and generate enthusiasm in others.

### PARENT ADVISORY COUNCIL

Establishing a Parent Advisory Council is a great way to gain parental support for Club programs. When parents are involved in Club activities, they are more likely to bring their youth to the Club. This council has several responsibilities and can serve as the "voice" of Club parents. At certain pilot sites, parents on the council even helped set Club policies. Council members perform duties such as administering satisfaction surveys to other parents and asking about needs, opportunities for improvement and desired programming.

To build a strong Parent Advisory Council, identify parents who can influence other families and act as Club advocates in the community. Some pilot sites included parents in board meetings, allowing them to connect with Club leadership and share their concerns. This appealed greatly to Latino parents whose cultural values include very tight-knit families and communities. Meeting with parents was also beneficial to board members, who often make high-level decisions regarding Club policies and finances.

Club staff should be involved in the Parent Advisory Council meetings as well. Regular 45-minute meetings are recommended, as many parents work more than one job and have limited time for outside activities. The frequency of council meetings should be determined by necessity, and based on the availability of the parents involved.

### COMMUNITY PARTNERSHIPS

Partnerships with schools, faith-based institutions, local businesses and government agencies can help increase the visibility of Boys & Girls Clubs among Latino youth. These organizations may have access to young people who are unaware of their local Club and its offerings. The right community partners can also be instrumental in helping your Club secure resources to sustain the LOI even when funding is scarce.

Before forming a relationship with a community organization, make sure that the expectations, goals and objectives of the potential partner are aligned with those of the Club. Pilot sites recommend creating partnerships only if they are in keeping with BGCA's mission, and there are clear benefits for both the Club and the partner agency.

Listed on the next page are partnerships that have proven beneficial to Clubs with a LOI in place:

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CONSIDER FORMING A LATINO ADVISORY COMMITTEE, A THINK-TANK GROUP CONSISTING OF EIGHT TO 12 COMMUNITY LEADERS WITH STRONG TIES TO THE LATINO POPULATION. THIS COMMITTEE CAN BE COMPRISED OF LEADERS IN VARIOUS FIELDS SUCH AS EDUCATION, LOCAL GOVERNMENT, MARKETING, PUBLIC RELATIONS AND MEDIA, PUBLIC HEALTH AND MEDICINE, AND OTHER NONPROFITS. PARENTS OF CLUB MEMBERS MAY ALSO BE INCLUDED. THIS GROUP SHOULD HELP GATHER PRO-BONO RESOURCES TO BENEFIT THE CLUB, AND SERVE AS COMMITTED ADVOCATES FOR LATINO BOYS & GIRLS CLUB MEMBERS IN THE COMMUNITY.

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## GETTING PARENTS INVOLVED

Parents play a key role in a child's Club experience. Gaining the trust of Latino parents is essential to successfully implementing your Club's LOI. Once Clubs find ways to actively engage parents and families, parents become vested in their children's experience at the Club and often remain loyal for years to come.

IT IS IMPORTANT TO NOTE THAT IN THE LATINO CULTURE, GRANDPARENTS ARE CONSIDERED PARENTS TOO, AND EXTENDED FAMILY IS OFTEN INCLUDED IN FAMILY ACTIVITIES.

Due to immigration challenges, Club staff need to be sensitive to the fact that some Latino parents may be hesitant to become involved in the Club. Extra effort may be required in order to educate them on the value of the Club, while stressing that Boys & Girls Clubs typically do not get involved in legal matters pertaining to immigration. (In fact, many Clubs try to help families navigate the complicated process of establishing citizenship.)

Parents should also be made aware of how their involvement contributes to their child's success. Some pilot sites found success implementing a mandatory parent orientation in Spanish, during which parents learned about the value of the Club for their families. They were given a tour of the

facility, educated about all programs offered, and introduced to the youth development professionals who work with members on a daily basis.

Gaining and maintaining the trust of Latino parents may prove difficult at first. Once established, however, parents become very loyal. Taking time to visit for a few minutes when dropping off or picking up kids goes a long way toward strengthening relationships and engaging parents. Providing parents with feedback on what their child does at the Club also builds trust and keeps them informed of their child's progress.

### Here are a few examples of ways to engage parents:

- Explain Club membership forms and help them complete necessary paperwork.
- Conduct classes for parents on various subjects of interest like ESL, computer literacy and basic Spanish for those who do not have high education levels.
- Offer cooking classes to provide insight into how to make healthier versions of traditional Latino dishes (as a response to high diabetes and obesity rates among the Latino population).
- Provide referrals to other community-based organizations for family counseling, food distribution, tax preparation, legal aid, housing information, holiday food/gift cards, youth behavioral issues and tutoring. Establish partnerships with local social service agencies that will facilitate these services at no cost to the Club.



At the Boys & Girls Clubs in Raleigh, N.C., many parents learn about the Club from other parents; advertising is unnecessary because word-of-mouth promotion is so effective. The Club partnered with their local Univision affiliate to create a PSA at no cost to the Club. Just three days after the PSA aired, the Club received so many membership applications that staff had to create a waiting list and have the broadcasts discontinued.

## EDUCATION (SCHOOLS AND LOCAL COLLEGES)

- PTAs may be a good resource for creating enthusiasm among parents.
- The Hispanic Scholarship Fund can work closely with Club staff to organize college fairs, meet with parents and assist with completing financial aid and college entrance applications.
- Local colleges, universities and trade schools are a good resource for volunteers, career presentations and job shadowing experiences.

## OTHER COMMUNITY-BASED ORGANIZATIONS

- Food pantries, food banks and shelters offer emergency services that may be needed by some families.
- The Salvation Army has been a good partner to several pilot sites and even have Boys & Girls Clubs within their organization in some parts of the country.
- The American Coalition for Immigrants and Refugees can be a helpful partner to Clubs in areas with a high concentration of new Latino families.

## GOVERNMENT

- City council, local and statewide elected officials and community boards can serve as advocates for your program.
- Partnering with state departments such as the Department of Education and Department of Health can provide resources for your members and their families.
- Law enforcement, including local police precincts and officers (Note: While law enforcement may be a valuable resource, Clubs should be mindful in broaching these partnerships, as some Latino families may be hesitant to engage with law enforcement officials due to sensitivities around immigration issues.)

### THE LATINO OUTREACH INITIATIVE IN ACTION

The Boys & Girls Clubs of the Los Angeles Harbor created a Police Teen Advisory Board. The Senior Lead Officer of the local police force heads the teen board and works with Club members so police officers are always informed of the issues teens are facing in the community.

## LOCAL BUSINESSES

- Banks and credit unions may offer presentations on financial literacy, conduct Money Matters: Make it Count with teens and offer pro-bono services.
- Corporations and local "mom and pop" businesses may offer donations. Donations may be in-kind (e.g., materials, equipment, free Club renovations) or actual grant dollars to support your LOI.

## CONSULATES AND FOREIGN AGENCIES

- Consulates support immigrants with correct information, mobile shops for valid IDs and passports and citizenship drives.

### THE LATINO OUTREACH INITIATIVE IN ACTION

Boys & Girls Club of Green Bay's Keystone Club created a mobile citizenship drive in partnership their local Mexican Consulate. Teens who spoke Spanish volunteered to fill out passport and identification forms for members of the Latino community in Green Bay. At the same time, this provided parents with information about the Club as a resource for their children after school.

## PROFESSIONAL ORGANIZATIONS

- Some pilot sites worked with the United States Hispanic Leadership Institute to recruit staff and high school-aged Club members.
- Some pilot sites also worked with their local Chambers of Commerce to spread the word about the Club, and to recruit volunteers or members for the Latino Advisory Committee.

## INVOLVING LATINO YOUTH

Participation in Torch and Keystone Clubs has been proven to strengthen Club attendance among Latino youth. Many pilot sites were successful at creating service projects and activities that fostered member engagement in Latino communities.

### Here are additional examples of how youth can take active roles within their Club:

**Cultivating Keystone Clubs:** Promote involvement in the Keystone Club among Latino youth. Boys & Girls Club of Benton County placed great importance on their Keystone Club; as a result membership increased from five to 40 members, and the organization also won three national Keystone Club awards. Members of the Children's Aid Society Boys & Girls Club Keystone Club sit on councils that are run by elected officials. This has helped them with public speaking and gives them a sense of ownership of the Club.

**Engage Club alumni:** Instill formal opportunities for youth to give back or volunteer once they've aged out of the Club. Leveraging alumni so that youth can see their success after the Club is a powerful way to retain current members and motivate them to succeed.

**Fundraising projects:** At the Boys & Girls Clubs in Raleigh, Junior Staff are heavily involved in fundraising for any projects they wish to materialize. This way, they have a much more active role in bringing their events or projects to fruition.

**Hispanic Heritage Month activities:** Create opportunities for youth to lead the organization and planning of Hispanic Heritage Month events, and other significant events in the Latino culture.

**Peer mentoring:** Spanish-speaking teens can tutor younger members, especially those in ESL programs.

**Recognition and modeling:** Most pilot sites put teens in front of younger members as role models. This also served to recruit and retain teens because it gave them a greater sense of responsibility and purpose. Boys & Girls Clubs of the Los Angeles Harbor has a college acceptance letter wall with photos of the teens above each of their letters. It is prominently displayed in an area of the Club where elementary and middle school kids see it on a regular basis. This reinforces the importance of academic success.

**Train the Trainer:** Members can share knowledge gained from Club programs with other members. At the Boys & Girls Clubs of El Paso, for example, youth were trained on nanotechnology in a STEM Train the Trainer program. Once finished with their own training, those youth were able to train other members at the Club.



At Boys & Girls Club of Venice, teens wrote a grant for an America's Promise Alliance grant for teen pregnancy prevention, which allowed them to educate teen girls and their boyfriends about the cost of raising a child.

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BGCA ESTABLISHED A TWO-YEAR LATINO LEADERSHIP PROGRAM IN 2008; THIS TRAINING WAS INITIALLY OFFERED TO 18 MID-MANAGEMENT CLUB STAFF. AFTER COMPLETING THE TRAINING, EACH PARTICIPANT WAS ASKED TO WORK WITH THEIR CHIEF PROFESSIONAL OFFICER TO PLAN SPECIFIC PROJECTS THAT WOULD PROVIDE THEM WITH EXPERIENCE IN NEW AREAS OF CLUB MANAGEMENT. LATER, EACH PARTICIPANT WAS ASSIGNED TWO MENTORS WHO COULD GIVE THEM DIFFERENT PERSPECTIVES ON THE WORK THAT IS DONE IN THE MOVEMENT.

PARTICIPANTS SUBMITTED A MONTHLY REPORT TO TRACK THEIR PROGRESS AND PROVIDED A FINAL REPORT TO GIVE AN OVERVIEW OF THE PROGRESS MADE DURING THE THREE-YEAR PROGRAM. THE IMPACT OF THE LATINO LEADERSHIP PROGRAM IS EVIDENCED BY SEVERAL IMPORTANT OUTCOMES. FIRST, 70 PERCENT OF THE PARTICIPANTS RECEIVED A PROMOTION, INCREASED RESPONSIBILITIES OR SPECIAL RECOGNITION SINCE THEY ENROLLED IN THE PROGRAM. ALL OF THE PARTICIPANTS REPORTED THAT THEY ACQUIRED NEW SKILLS THAT IMPROVED THEIR PERFORMANCE IN THEIR CURRENT POSITION.

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## STAFF LEADERSHIP

In order for your Club's LOI to be successful, training leadership at the Club and organization levels to be sensitive to the needs of the Latino population in your community (and in particular, of your membership) is crucial. There is much work to do in the area of Latino outreach, and staff at the unit level may find it hard to operate in the absence of a strategic organizational plan to increase Club capacity to serve Latino youth.

Latino diversity training is recommended for all staff to increase awareness and understanding of the Latino culture. Administrative staff who attend these trainings set the tone and lead by example, emphasizing the importance of serving Latinos and being sensitive to cultural needs.

## BOARD LEADERSHIP

The composition of any organization's board of directors is a delicate matter and depends on local demographics and board dynamics. However, just as your Club membership must reflect the local community, your board of directors should also mirror the diversity of your community.

When recruiting board members, be sure that your organization's board targets Latino and non-Latino leaders who are influential and genuinely vested in working to improve outcomes for the Latino community. Partnerships with local businesses should be leveraged to identify potential board members.

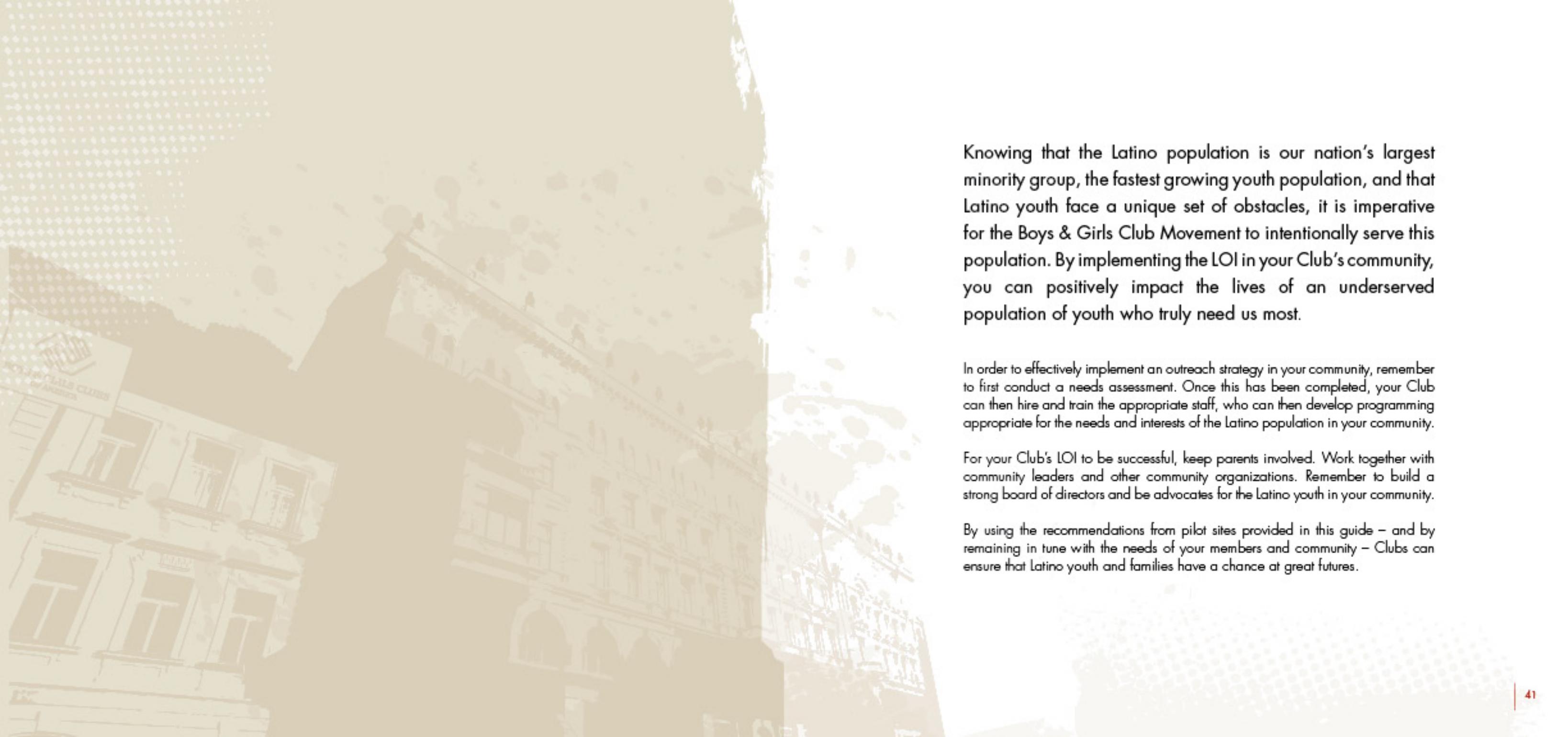
The Latino Advisory Committee is another resource that can involve community members who are not able to commit to board membership. This committee is charged with identifying potential board members. In some cases, participation in the Latino Advisory Committee can serve as a way to groom future board members.

# SUMMARY

ENSURING GREAT FUTURES FOR MEMBERS

“SERVING  
THE LATINO  
POPULATION IS  
ONE OF BGCA'S  
TOP PRIORITIES”





Knowing that the Latino population is our nation's largest minority group, the fastest growing youth population, and that Latino youth face a unique set of obstacles, it is imperative for the Boys & Girls Club Movement to intentionally serve this population. By implementing the LOI in your Club's community, you can positively impact the lives of an underserved population of youth who truly need us most.

In order to effectively implement an outreach strategy in your community, remember to first conduct a needs assessment. Once this has been completed, your Club can then hire and train the appropriate staff, who can then develop programming appropriate for the needs and interests of the Latino population in your community.

For your Club's LOI to be successful, keep parents involved. Work together with community leaders and other community organizations. Remember to build a strong board of directors and be advocates for the Latino youth in your community.

By using the recommendations from pilot sites provided in this guide – and by remaining in tune with the needs of your members and community – Clubs can ensure that Latino youth and families have a chance at great futures.

BOYS & GIRLS  
CLUBS OFFER ALL  
YOUTH A SOLID  
FOUNDATION  
FROM WHICH TO  
LAUNCH GREAT  
FUTURES."

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- Boys & Girls Club of Benton County, Bentonville, Ark.
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- Boys & Girls Club of Venice, Calif.
- Boys & Girls Clubs, Brentwood Boys & Girls Club, Raleigh, N.C.
- Boys & Girls Clubs of El Paso, Texas
- Boys & Girls Clubs of Hall County, Gainesville, Ga.
- Boys & Girls Clubs of Metro Atlanta, A. Worley Brown Boys & Girls Club & Community Center, Norcross, Ga.
- Boys & Girls Clubs of Metro Atlanta, A.R. Gus Barksdale Boys & Girls Club, Conyers, Ga.
- Boys & Girls Clubs of Metro Atlanta, Brookhaven Boys & Girls Club, Atlanta, Ga.
- Boys & Girls Clubs of Metro Atlanta, Franklin Road Boys & Girls Club, Marietta, Ga.
- Boys & Girls Clubs of Metro Atlanta, Newnan/Coweta Boys & Girls Club, Newnan, Ga.
- Boys & Girls Clubs of the Los Angeles Harbor, San Pedro, Calif.
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#### ENDNOTES

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