

# Boys & Girls Clubs of Broward County, Florida

A Place Where Future Starts and Our Children Have the Opportunity to Develop Their Talents and Become Productive and Caring Adults

**ACADEMIC SUCCESS**



**GOOD CHARACTER & CITIZENSHIP**



**HEALTHY LIFESTYLES**



**LOCALLY DEVELOPED PROGRAMS**

**This Report Measures the Economic Impact of the  
Boys & Girls Clubs of Broward County, Florida**

**October 2012**

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- Admirals Marine Academy Club

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## Executive Summary

Boys & Girls Clubs in Broward County serve a diverse community of more than 12,099 youth and their families. Every day, thousands of students end their school day by heading to the Clubs. These youth are able to make friends and engage in programming that ranges from educational to recreational. Without the Clubs, many of these youngsters would be without proper supervision and susceptible to negative influences. In some other families, a parent would have to stay home from work to provide such supervision but this would reduce the family's earnings and economic wellbeing. The Clubs are an important social asset serving such working families.

The value of Boys & Girls Clubs in Broward County also extends beyond the direct benefits enjoyed by parents and Club members. The regional community enjoys an important service by having these youths positively engaged and away from trouble and mischief after school.

While it is easy to appreciate the work of the Clubs in qualitative and emotional or social terms, it requires additional analysis to understand the monetary and economic value of these institutions. This report provides an exhaustive enumeration of the many ways in which the Boys & Girls Clubs create economic value in Broward County. Many of these impacts include "positive externalities."

As non-profit organizations, the Clubs directly and indirectly serve various community stakeholders. There are three primary beneficiaries of these services: Club members, parents, and the communities.

Club members receive perhaps the greatest benefit of all from their participation in the Clubs. When compared with their peers who do not attend the Clubs, they are more likely to graduate from high school and less likely to engage in risky behaviors resulting in juvenile arrest, teenage motherhood, or substance abuse. The exact mechanisms by which Club members outperform their peers are uncertain. The consistency of the trend suggests that membership in the Clubs may play a vital role in explaining the behavior patterns of the group. By having access to a safe and nurturing environment, these youth avoid negative influences. Moreover, special services provide additional support to Club members. For instance, tutoring programs give Club members a competitive edge in school which can generate long-term academic success.

While Club members receive the most from their participation, others benefit as well. Parents of Club members are able to be more productive since they do not have to supervise their children after school.

Many parents are able to work or pursue further education as a result of the services provided by the Clubs.

Finally, the larger community also receives significant benefit from Boys & Girls Clubs services. It is well known that juvenile crime peaks in the hours immediately following the end of the school day. Clubs provide the community with constructive afterschool options that go beyond recreation, to promote education, healthy living and good citizenship.

The Clubs' services have real economic value. Using data collected through stakeholder surveys and a review of publicly available information, this report places a monetary value on these benefits. The value of all these economic benefits is simply tremendous. This report focused on the following mechanisms and services through which Boys & Girls Clubs in Broward County create economic value in the State:

- Impact of better education through higher graduation rates and improved lifetime earnings among youth who attend the Clubs on a regular basis.
- Lower teen pregnancy and motherhood rates which create economic savings.
- Reduction in youth crime rates and related savings for the community.
- Deterring students from pursuing self-destructive behavior such as smoking, drinking alcohol, and other substance abuse.
- Improved lifestyle habits which reduce obesity and related disease which could lower productivity and increase the likelihood of chronic diseases.
- The ability of Club programs to help parents work and attend school in order to upgrade their skills.
- Strengthening and promoting volunteerism in the region.
- Total employment and income impact of the Clubs through their annual expenditures, capital spending, and work of their volunteers.

For nearly all of these benefits, a monetary value was calculated. A summary of the analysis is presented below and categorized by the nature of the economic impact. Sections Two and Three of this report present the methodology developed and data used to calculate these values. Section Four provides additional statistics on qualitative questions asked in Club member and parent surveys.

## An Overview of Economic Impact Areas and Their Multipliers

One way to illustrate the impact of every dollar spent by Boys & Girls Clubs in Broward County is to compare the aggregate budget of the Boys & Girls Clubs with the positive economic impacts that it generates in the community. This framework can allow for a cost-benefit analysis that cogently illustrates the tremendous value of the Clubs within the county based on the findings of this study.

For this calculation, we will consider the economic impact on stakeholders including Club members, parents, and the community. The six areas considered include the impact of the Clubs on increased high school graduation rates, averted teenage pregnancies and births, reduced juvenile criminal activity, reduction in cost of underage drinking, improved prospects for working parents, and regional output stimulus through productivity of regular and capital budget and volunteer labor.

### MULTIPLIER: Lifetime Gain from High School Graduation



Boys & Girls Clubs provide a variety of academic support and enrichment services that help students succeed in school. Clubs provide homework assistance and tutoring. Academic enrichment is also integrated throughout the Club during “high yield activities,” which are fun activities with a built-in learning goal. Moreover, beyond the direct academic enrichment provided by the Clubs, Clubs also provide members with positive role models and a nurturing environment that can help them improve decision-making skills. Such skills can help make sure that Club members make the right choices when it comes to their academic future.

Studies show that students who drop out of high school end up earning much less throughout the rest of their lives relative to their peers who end up attaining a terminal degree. Similar studies indicate that those who drop out at some point tend to be less likely to complete college. Specifically, only 5% of those who ever drop out managed to receive a bachelor’s degree, as opposed to 38% of those who never dropped out of high school.



The economic cost of dropping out of school is not limited to the inability to earn a high income job. High school dropouts face much higher rates of unemployment, live shorter lives, and depend more on government assistance than those who complete high school.

In a comprehensive study calculating the cost of dropping out of high school, one has to include all sources of differential costs stemming from lower pay, higher unemployment, shorter life expectancy, additional medical expenses, and government assistance. Finding an accurate basis requires estimating a reliable rate of dropout both at the state and county levels. Unfortunately, our existing database and sampling method does not yield this necessary information. **We must therefore concentrate on a partial—nevertheless instructive—calculation of the cost of not completing high school.**

Given the pivotal role that the Clubs can have on the academic success of their members, this study quantifies the monetary benefit of such services. The first step in such a calculation is to compare the academic success of Club members with the general population across the county.

Percentage of students passing FCAT (ethnically adjusted to match the ethnic structure of the group in Boys & Girls Clubs in Broward County)	Percentage of Seniors Attending Clubs Passing FCAT	Additional Number of Students Passing FCAT in Boys & Girls Clubs of Broward County	Total Annual Increase in Annual Wage and Salary	Total Work life Increase In Earnings
65.3%	96.5%	62	\$ 637,112	\$ 18,209,710

**Sources: Survey of Members of Boys & Girls Clubs of Broward County, US Census, Florida Department of Education, 2011 annual report Boys & Girls Clubs of Broward County, and authors’ calculations.**

In the most recent class of graduating seniors, the Clubs generated a positive economic impact of \$ 18.2 million through increased lifetime earnings of these graduates influenced by the services of the Boys & Girls Clubs. When compared to the annual budget of Boys & Girls Clubs in Broward County (\$9.8 million) this generates a multiplier of 1.86; in other words, for every \$1 spent by the Clubs, \$1.86 of increased earnings is generated through the increased lifetime earnings of impacted Club members.

**MULTIPLIER: Lifetime Savings from Prevented Teen Pregnancies and Births**



Boys & Girls Clubs in Broward County play a pivotal role in helping youth avoid the serious consequences they will face if they become teenage parents. By providing youth a nurturing environment, life skills programming, positive peer support and caring role models, the Clubs help youth develop a sense of responsibility for their lives. Such support can help an at-risk teenager develop a sense better decision-making skills that can help them avoid risky behavioral that can lead to teenage parenthood.

According to recent studies, teen childbearing in the United States costs taxpayers at least \$9.1 billion annually at the federal, state, and local levels. On the national level, these costs include \$1.9 billion for increased public sector healthcare costs, \$2.3 billion for increased child welfare costs, \$2.1 billion for increased costs for state prison systems, and \$2.9 billion in lost revenue due to lower taxes paid by the children of teen mothers over their adult lifetimes.

In addition to the costs of teenage pregnancy that burden the taxpayers, it is important to consider the ways in which teenage parenthood changes the future life and prospects of the parent and the child. Teenage parents are less likely to complete high school and more likely to depend on welfare. The children of teen mothers are more likely to perform poorly in school and are at a greater risk of abuse and neglect. The sons of teen mothers are 13% more likely to end up in prison and are more likely to commit more violent crimes, and the daughters of teen mothers are more likely to become teen mothers themselves.

Female Club members between the ages of 15 and 19 who attend the Club more than 3 days a week	Rate of teen ethnically adjusted for the Broward County (per 1,000)	Rate of teen childbirth among female Club members aged 15 to 19	Total number of teen childbirths averted	Estimated long-term cost saving for society and taxpayer for each teen birth averted	Total lifetime saving for taxpayer and society due to positive influence of Clubs
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		(per 1,000)			
250	35.8	0.0	9 female teens saved	\$127,501	\$ 1,147,509

We consider the fact that the Clubs generate a positive economic impact of \$1.15 million through savings to taxpayers and society for every teenager in this most recent year who waited until they are older to have children. Compared with the annual budget of Boys & Girls Clubs in Broward County, this generates a multiplier of 0.12; in other words, for every \$1 spent by the Clubs, \$0.12 is saved for taxpayers and the society on costs they would have incurred for teenage pregnancies and births on a yearly basis. It should be mentioned that teenage pregnancy and teen childbirth differ considerably across various ethnicities. We have not adjusted the rate of teen motherhood for the ethnic makeup of the Club members and therefore the savings calculated is an underestimation of the actual saving that has taken place.

**MULTIPLIER: Criminal Justice System Savings**



Club facilities provide a safe haven for youth to escape the streets, meet with friends, and be part of a positive peer group. Club programs teach life skills, conflict resolution and focus on the development of character. Perhaps most important of all, caring adult staff and volunteers at the Club serve as role models, giving youth someone to turn to when they need help and guidance.

When a crime is committed, society and the victims pay a very high price through the cost of the harm itself and the costs to the criminal justice system that has to prosecute and manage the criminals.

Juvenile crime in particular burdens the criminal justice system due to the fact that its prosecution and

management have a more rehabilitative focus. As such, programs that can prevent such crime are creating a positive economic benefit through the cost-savings that they create for society.

Those who attend the Boys & Girls Clubs are in a safe environment after school away from temptations that can lead to criminal activity. Moreover, the greatest proportion of juvenile crime has been found to occur between 3:00 and 4:00PM. These are hours during which Boys & Girls Clubs in Broward County provide a safe haven for youths who want to be secure during these times of the day.

The economic benefit of reduced juvenile crime amongst Club members is presented below:

Total number of juveniles saved from arrest	Estimated annual expected cost of juvenile crimes per person arrested in the Broward County (in 2011)	Total saving per year for the State of Florida due to impact of the Boys & Girls Clubs of Broward County
133	\$62,007	\$8,246,931

Source: Authors' calculation, FBI Crime Reports, Bureau of Justice Statistics, Florida Department of Law Enforcement

The Boys & Girls Clubs reduce juvenile crime rates by providing Club members a safe, nurturing environment and access to positive role models. The lower arrest rates among Club members generates a savings of \$8.2 million per year for taxpayers who support the criminal justice system. When compared to the annual budget of the Clubs, this generates a multiplier of 0.84; in other words, for every \$1 spent by Boys & Girls Clubs in Broward County, taxpayers save \$0.84 on expenditures for the criminal justice system annually.

**MULTIPLIER: Underage Drinking Reduction Benefits**



Boys & Girls Clubs use a team approach involving staff, peer leaders, parents and community volunteers to help youth develop resistance and refusal skills to avoid use of alcohol, tobacco and other drugs. This

team approach assures that youth have a network of support to help them make responsible decisions and resist negative peer pressure.

We show that the approximate cost of underage drinking is about \$3.71 billion in the State of Florida in 2012 or \$2,237 per youth. Our argument is that the average cost of a drinking problem per Club member in that age category is a third of this amount, or \$745 per person, in the age group of 10 to 20 years old. This suggests a savings of \$1,492 per youth 10 to 20 years of age as the positive economic impact of the Clubs in Broward County. The details of this estimated cost is presented in the following table.

Cost of underage drinking per youth aged 10 to 20 per year in the state of Florida in 2012	Cost of underage drinking based on our findings per Club member per year in the same age group	Savings per youth of the same age category per year due to impact of Boys & Girls Clubs	Total number of Club members between ages 10 to 19	Total savings due to better youth behavior and habits regarding underage drinking among Club members
\$2,237	\$745	\$1,492	6,781	\$10,117,252

Our calculation shows that for every dollar spent on the Boys & Girls Clubs of Broward County the community receives 1.03 dollars back in terms of lower cost of underage drinking. This study also indicates that there are considerable savings in reduction of tobacco and other substance abuse.

**MULTIPLIER: Parental Earnings**



During the school day, parents are free to work or pursue higher education. However, when the school bell rings and children leave the classroom, parents face a difficult and heart-wrenching decision: to continue working and leave their children with potentially inadequate supervision or to stop working and reduce their family’s earnings. Both outcomes have their own dangers; however, the Boys & Girls Clubs help parents to avoid this difficult dilemma. Boys & Girls Clubs in Broward County allow parents to continue being productive in the afternoon while having the satisfaction of knowing that their children are adequately supervised.

The vast majority of parents whose children attend the Boys & Girls Clubs are working parents in the community. Without the Boys & Girls Clubs to supervise their children after school, many would have to reduce their own work and income. This loss of income hurts the parent and the community that loses their productivity.

The economic impact of helping these parents to continue working by providing low-cost, high-quality after-school supervision for their children is presented below:

Total number of families served by Boys & Girls Clubs of Broward County	Percentage of parents who strongly believe that Boys & Girls Clubs Broward County enable them to keep their job	Total number of parents who are able to work due to the Boys & Girls Clubs in Broward County	Average annual salary of those keeping their jobs due to Boys & Girls Clubs in	Total annual earnings generated by parents due Boys & Girls Clubs in
9,821	53.9%	5294	\$23,469	\$124,244,886

Through a survey of parents, the study determined that \$124.2 million of additional annual earnings are generated for the parents of Club members who can continue working. Compared with the annual budget of the Clubs, this generates a multiplier of 12.7; in other words, for every \$1 spent by the Clubs, \$12.7 of earnings are generated by parents who can keep their jobs due to the services of the Club.

**MULTIPLIER: Countywide Output**



The economic impact of social interventions resulting from the services provided by Boys & Girls Clubs in Broward County represents a broad category of economic value created by the organization. Such social interventions are an important aspect of the value created by a nonprofit. However, just like any other

organization providing services or producing goods, the Clubs create tremendous business activity through their operating expenditures in the region that can be measured in terms of output, employment, and tax revenue.

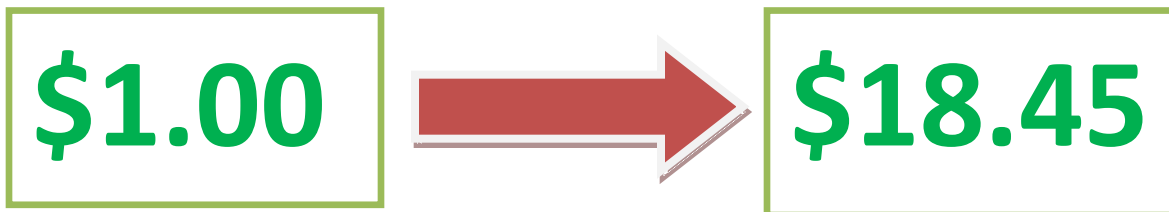
The combined operational budgets of all the participating Boys & Girls Clubs in Broward County total nearly \$9.8 million. These expenditures support jobs both within the organization and beyond in companies that provide services to the Clubs.

Our research also looked into the economic impact of volunteerism and goes further than many similar studies to attempt to estimate the output, job creation, and tax impact of volunteers' work. It is true that volunteers do not receive monetary compensation for their work and, as such, do not pay any direct tax from financial compensation that they do not receive. Based on the information received from the management we learned that in total 486 volunteers offer 4,898 hours of volunteer work throughout the year within all the Clubs. We used this number and calculated their full time equivalent and placed that number in our model and calculated the employment and regional output impact of such contribution.

The direct, indirect, and induced regional output created through the expenditures and volunteer labor of the Boys & Girls Clubs totals \$18.3 million across the county. When compared to the budget of the Boys & Girls Clubs, this results in a multiplier of 1.9.

**MULTIPLIER: Total Economic Impact**

Taken separately, each of these economic impacts is nevertheless impressive. But when the economic impacts are summed together, the results are all the more impressive.



**For every \$1 spent by the Clubs, Boys & Girls Clubs in Broward County generate \$18.45 of positive economic impacts for the community. This tremendous rate of return is a testament to the vital role the Clubs play in shaping the lives and futures of Club members and their parents.**

**The important issue is to translate this overall calculation of a combined multiplier into the overall monetary impact of the Boys & Girls Clubs in Broward County. Remembering that our total annual expenditure was \$9.8 million, a multiplier of 18.45 indicates an annual monetary impact of nearly \$181 million by the Boys & Girls Clubs in terms of income generations and savings to the families and taxpayers in Broward County as a whole.**

### **Important but Unquantifiable Impacts of Boys & Girls Clubs of Broward County**

In addition to the variables for which we were able to calculate specific monetary values, there are several areas where dollar estimates of the impacts were not calculated, but for which there are significant economic implications.

Many people in the United States, including youth, suffer from a lack of exercise and poor nutritional habits which can often lead to obesity or chronic conditions such as diabetes. These negative lifestyle choices have severe health consequences that reduce one's length and quality of life.

Data on childhood obesity is just as troubling. A 2005 research brief by Thomson Medstat Research found that the national cost of childhood obesity in terms of medical costs was \$11 billion for children with private insurance and \$3 billion for those with Medicaid (Par. 4). On a per capita basis, this means that the cost is \$3,700 per obese child on Medicaid and \$6,700 per obese child with private insurance. Accounting for inflation, the national cost for those with private insurance is \$12.75 billion or \$7,767 per capita in 2010. Similarly, in current dollars, the cost is \$3.48 billion or \$4,289 per capita for those with Medicaid.

Nutrition and physical exercise can help youth remain healthy. Many youth across the country who have poor nutrition and lack sufficient physical activity are overweight and obese. As a result of this, they face serious, costly medical problems. Boys & Girls Clubs encourage physical exercise and good nutrition through their routine programs. The student survey found that a significant proportion of students report that through exercise in Clubs they managed to maintain or reach healthy weight. The following table shows the details of our estimation.



Total number of registered Club members	Percentage of Club members who have maintained or reached a healthy weight through participation in the physical activities during the last six months in Boys & Girls Clubs in Broward County	Estimated number of Club members who have maintained or reached a healthy weight through participation in physical activities at the Clubs
12099	68.3%	<b>8264</b>

It is important to note that this study shows that nearly 7 out of 10 of the registered Club members said that they managed to maintain or reach a healthy weight as a result of participating in physical activities while they are in the Club environment. This is a tremendous achievement that directly contributes to setting and strengthening the foundation of healthy living among the members of the Boys & Girls Clubs at young age.

The findings of this study support some of the findings that have been obtained from a recent study of the Boys & Girls Clubs of America on the impact of its Triple Play Program.<sup>1</sup>

Another benefit for which a specific monetary value could not be found is the impact of the Club on parents' educational attainment. Some parents try to upgrade their skills through formal programs while their children are in the after school program. Such activities can allow the parents to become more productive and eventually earn more in better professional positions. Due to a lack of published data, a specific monetary value could not be placed on this benefit; the table below presents data on the number of parents who are upgrading their skills as a result of the Boys & Girls Clubs.

Total number of families served by Boys & Girls Clubs of Broward County	Proportion of families with at least one parent able to pursue further education or training due to Boys & Girls Clubs of Broward County	Total number of parents who have upgraded their skills due to the services of Boys & Girls Clubs in
9821	25.3%	2485

<sup>1</sup> For more information see "Promoting Healthy Lifestyles: The Impact of the Boys & Girls Clubs of America Triple Play Program on Healthy Eating, Exercise Patterns, and Developmental Outcome." 2009, Philadelphia, PA.

Although an exact monetary figure could not be calculated, intuition leads one to believe that helping 2,485 adults upgrade their skills will result in a long-term increase in earnings across the community. Such increased earnings not only help these families live more economically secure lives, but they also improve the state's tax base.

Upgrading skills have significant economic impacts on the lives of families that Boys & Girls Clubs serve. Retraining and acquiring new skills are some of the most important steps to reduce unemployment, particularly structural unemployment in many parts of the state. **This study shows that Boys & Girls Clubs in Broward County contribute towards the creation of healthy people, a productive workforce and a lower cost of healthcare nationwide.**

### **Qualitative Findings from Student and Parent Surveys**

Although the primary purpose of the surveys distributed to parents and students was to determine the economic impact of the Clubs, both surveys included more general questions on topics that may be of interest to Club management and stakeholders. Section Four of the study presents this data in detail.

The Club member surveys indicate that students are satisfied with their experience at the Clubs.

Moreover, it is clear that they are benefitting from their participation. A brief summary of some of the key findings are as follows:

- Nearly four out of ten members (38.3%) believe that the programs always help with their needs while an additional third (28.2%) believe this to be true most of the time. Only 4.7% believed that the Clubs never help them with their needs.
- A very strong majority (69%) like the programs in which they participate at least most of the time. An additional 28.5% like participating in the programs sometimes while only 2.4% never enjoy their participation.
- An overwhelming majority of participants (82.4%) think that participation in sports and physical activities helps them to become physically more fit.
- Some 68.3% of respondents believe that through participating in the Clubs' physical activities, they reached or maintained a healthy weight.
- 79.7% of respondents spend more than 30 minutes on physical activities when they are in the Club. Some 49.7% (half of the members ) spend an hour or more doing physical activities.

- The vast majority of Club members have strong attendance records. 87% of respondents indicated that they anticipate missing 10 days or less of school. Indeed 71.8% miss school less than 5 days during the year.
- A vast majority of respondents (72.1%) believe that their regular attendance at the Clubs accounts for their good attendance records in day school.
- 62% indicated that they would always recommend the Club to their friends while an additional 31.9% would recommend the program sometimes. Only 6.1% of Club members would never recommend the program to their friends. As such, it would seem that over nine out of ten Club members are generally satisfied with the services they receive at Boys & Girls Clubs in Broward County.

**The results of the survey distributed to parents are similarly encouraging. Parents are generally pleased with the Clubs and it seems that they serve their needs well. A brief summary of the findings are as follows:**

- Nearly nine out of ten of parents (85.3%) indicate that their family’s primary source of income is a job or their own business. This demonstrates that the Clubs predominantly serve working parents and families who need safe supervision of their children during after-school hours.
- nearly all the children (96.5%) of children receive free snack and supper at the Clubs. This is an important contribution to the family and helping them to feed their children.
- 84% of Club members receive free lunches when they are in school. This data indicates that Boys & Girls Clubs in Broaward County provide a great contribution to serving an economically disadvantaged group.
- By far, the greatest challenge for all these families is the cost of care. Some 53.4% of families served by the Clubs consider the cost of care as the greatest challenge they face. As such, programs such as the Boys & Girls Clubs that provide high-quality cost-effective services are critical to the community. Flexible schedule is the second most important challenge that parents face in taking care of their school age children. These issue have direct impact on ability of parents to take care of their families financially and provide for the economic needs of their families.
- Nearly four out of five parents (77.8%) report that they need the Clubs since they are a “safe place when at work.” This response shows that this asset allows parents to be productive members of the community by allowing them to attend to their work. Without the after-school

program, such parents would likely have to work less; this would be bad for families since they would lose income and this would be bad for the community since it loses productive workers.

- Nearly all parents (97.8%) agree or strongly agree that their children are in a safe environment when they are attending the Boys & Girls Clubs. This level of unanimity in the response is particularly noteworthy and shows the extent to which parents have faith in the safety of the Clubs. There are very few areas in which parents have such a high level of unanimous agreement. Club management should be proud of this outcome.
- Self-confidence is another important key to happiness. Yet again, Club attendance has made children more confident in themselves according to parents. 93.2% of parents agree or strongly agree that their children have become more confident in themselves since going to the Clubs.
- The majority of parents (71.4%) indicate that their children are more interested in volunteer work since participating in the Boys & Girls Clubs.
- 77.8% of parents have observed their children showing them completed homework more often since attending the Boys & Girls Clubs.
- There is also broad consensus among parents that their children enjoy going to school more since attending the Boys & Girls Clubs. 82.8% of parents agree or strongly agree that they have seen such improvement.
- The majority of respondents (70.8%) agrees or strongly agrees that their children made better food choices. Such decision-making skills are critical in ensuring that youth eat nutritious food that is conducive to their long-term health.
- The vast majority of parent respondents (89.3%) agree or strongly agree that their children have shown more interest in regular physical exercise since attending the Boys & Girls Clubs.
- Some 80.6% of parents agreed or strongly agreed that their children spend an hour or longer doing exercise during a day when they are in the Club environment.
- The vast majority of parents (95.9) agree or strongly agree that their child attends school regularly and has good attendance. This data is very promising and shows that many children in the program are attending school regularly and not falling behind in their classes.
- Almost all parents (97.4%) agree or strongly agree that their children discuss these goals and their importance.
- The vast majority of parent respondents almost all parents (96.9%) agrees or strongly agrees that their children believe they will attend college after graduating from high school. This data further corroborates the fact that children of these parents have high academic ambitions.

## 1) Scope and Structure of the Study

Prosperity, happiness and good life are the result of hard work of individuals, who grow up in societies where having opportunity to become productive and healthy is widely available. Investing in our children is the most certain way of constructing such societies. While many people may disagree over certain complex economic and political issues, there is little debate about the importance of human capital, healthy families, and social cohesion in bringing people together to pave the road ahead.

Despite uncertainty that from time to time prevails in our and in many other communities around the world, people across the world have agreed about the importance of investing in the human capital of future generations. There is broad consensus that human capital generates economic value. The value of human capital depends on a variety of factors including peoples' educational attainment and physical health. It is a fact that human resources can be transformed into human capital with effective inputs of education, health and moral values. The transformation of raw human resources into highly productive human resources with these inputs explains a process that is called human capital formation.

Economic research and evidence shows that the problems generated by the relative scarcity of physical capital in labor-surplus countries) can be resolved by accelerating the rate of human capital formation. The tangible physical financial capital is an effective instrument of promoting economic growth of the nation. The intangible human capital, on the other hand, is an instrument of promoting comprehensive development of the nation because human capital is directly related to human development, and when there is human development, the qualitative and quantitative progress of the nation is inevitable.

This study is based on the consensus that it is vitally important to invest in our children through educational institutions. However, supporting parents to look after their children and nurture them and prepare them for a productive and prosperous life is the other important aspect of finding a viable solution for helping our children to be successful in their lives.

Social mobility is a key factor in creating a prosperous future for the United States. Economic research shows that one of the most important impediments in the creation of a better and brighter future for many Americans is the lack of social mobility in many parts of our nation. This can be seen from a summary of a recent study carried out by Susan K. Urahn at al. (2012).<sup>2</sup>

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<sup>2 2</sup> Susan K. Urahn at al. (2012), Pursuing the American Dream, Economic Mobility Across Generation, Economic Mobility Project, The Pew Charitable Trusts.

This study finds that an overwhelming majority of Americans has a higher family income than their parents did. Indeed 84% of Americans have a higher income than their parents at the same age across all levels of income. It should also be said that 93% of Americans whose parents were in the bottom fifth of the income ladder and 88% of those whose parents were in the middle quintile exceeded their parents' family income.

The major issue is that Americans raised at the bottom and top of the family income ladder are likely to remain there as adults, a phenomenon known as *"stickiness at the ends."* Indeed 43% of Americans raised in the bottom quintile remain stuck in the bottom as adults and 70% remain below the middle. In contrast 40% raised in the top quintile remain at the top as adults, and 63% remain above the middle. Only 4% of those raised in the bottom quintile make it all the way to the top as adults.

This study also shows that:

- African Americans are more likely to be raised in the bottom level of income than whites.
- African Americans have a harder time exceeding their parents' family income and wealth than whites.
- African Americans are more likely to be stuck in the bottom and more likely to fall from the middle of the family income and wealth ladders than are whites.
- Median family income and wealth is higher for whites than for blacks at all levels of the income distribution.

By international standards, the United States has an unusually low level of intergenerational mobility: our parents' income is highly predictive of our incomes as adults. Intergenerational mobility in the United States is lower than in France, Germany, Sweden, Canada, Finland, Norway and Denmark. Among high-income countries for which comparable estimates are available, only the United Kingdom had a lower rate of mobility than the United States.<sup>3</sup>

### **The Pivotal Role of Boys & Girls Clubs**

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<sup>3</sup> See OECD, (2010), Economic Policy Reforms: Going for growth, A Family Affair: Intergenerational Social Mobility Across OECD Countries

It is easily understood that the Boys & Girls Clubs provide a positive place for youth to develop healthy habits, improve their academic performance, learn conflict resolutions skills, experience the joy of volunteerism, stay away from violence, and be safe while they are away from their home and their day school. However, until a few years ago there was not any serious attempt to take a close look at the economic impact of Boys & Girls Clubs around the country.

In 2008, the Boys & Girls Clubs of Greater Oxnard and Port Hueneme commissioned a study to be conducted by Dr. Jamshid Damooei (a co-author of this study) to measure the economic impact of its Clubs but with an eye to expand the scope of economic impacts considered beyond earlier research in Florida. This study looked at a range of economic impacts that can show the benefits of the Clubs. They included:

- Impact of income, employment, and tax generation of the Clubs through their annual administrative and capital expenditures.
- Impact of better education through increase in high school graduation rates among youth who attend the Clubs on a regular basis.
- Economic savings generated by reduced juvenile crime rates due to the impact of Clubs' enrichment programs that enable youth to resolve conflicts and become more peaceful with their own peers and others in their communities.
- Lower teen pregnancy and teen childbirth and the economic benefits of such reductions.

This report made an attempt to provide some basic information about other tangible economic benefits that Boys & Girls Clubs of Greater Oxnard and Port Hueneme bring to thousands of families in the region. Some but not all of these impacts were estimated in monetary values. Building further on this and other earlier research conducted by the research team of Damooei Global Research, the current study of Boys & Girls Clubs in Broward County considers a broader range of economic impacts in the following areas:

- Impact of better education through higher graduation rates among youth who attend the Clubs on a regular basis as opposed to others who do not benefit from such services within the same socio-economic population in the same region.
- Lower teen pregnancy and motherhood rates, which create an economic benefit.

- Impact of Clubs’ enrichment programs that enable youth to resolve conflicts and become more peaceful with their own peers and others in their communities. This is measured by considering reductions in youth crime rates and the savings that it generates in the community.
- Learning healthy living and its impact on reducing obesity and related diseases that lead to lower productivity and an increase in long-term chronic diseases.<sup>4</sup>
- Lowering the tendency to engage in substance abuse.
- Allowing parents to work knowing that their children are looked after in a safe place.
- The impact of Clubs’ programs allowing parents to attend school in order to upgrade their skills and reach a higher level of productivity in the economy.<sup>5</sup>
- Total employment and income impact of the Clubs through their annual expenditures including both operational and capital budgets and strengthening and promoting volunteerism in the region.

### 1.1) Data Collection and Methodology

Research for this study began by collecting relevant data from Club management and relevant stakeholders including Club members and parents. Such primary data was used throughout the study in order to understand the characteristics of those who benefit from the social interventions of Boys & Girls Clubs in Broward County.

We began our data collection by obtaining the latest detailed information on membership, income and expenditures of all the Clubs within the county. We then developed data collection instruments which included an in-house questionnaire to be completed by the county management of the Clubs. Questions sought to learn basic demographic details about Club members, financial and budgetary information, Club activities and resources, the volunteers who serve the Clubs, and other pertinent areas of inquiry. This information was used to inform the questions in the next set of data instruments that were created for this study: surveys distributed to Club members and parents.

We surveyed all the Club members who have been attending the Clubs in its various locations. This provided a census of all the available information during the conduct of our study. The surveys were administered by

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<sup>4</sup> The study presents strong evidence for the positive impact of learning healthy habits among the Club members but could not capture it in monetary terms.

<sup>5</sup> Once again, the study captures the positive impact of the Clubs in allowing parents to upgrade their skills and therefore being able to increase their earnings, but could not measure it in monetary terms.



the staff of each Club using detailed instructions given by the principal researchers. All the children from third grade and higher were included in the survey. This included all the eleven Clubs and the one teen center. The total number of surveys completed by the Club members and their families were 676 and 353 respectively.

The Club member survey collected data critical to the conduct of this study. Themes of inquiry included but were not limited to the following:

- **Clubs' Environmental Assessment:** A measure of the psychological climate relating to emotional support, peer affiliation, and related issues.
- **Belonging Scale:** Measures students' sense of belonging to their involvement in various Club programs.
- **Education Plans:** A measure of the Club members' academic success and attitudes regarding secondary and higher education.
- **Ability to Develop Healthy Habits:** A measure of exposure to and impact of programs that promote nutrition and physical activity within the Clubs.
- **Risky Behavior:** Inquiry was made into whether students had been arrested in the past year.

Not all data relevant to this study could be collected from Club members. As such, a survey was administered to parents to learn more about the impact of the program on Club members while also learning about how parents benefit from the existence of the program. Themes of inquiry included but were not limited to the following:

- **Basic Demographic Information:** Important demographic information that allows us to cross-tabulate information and to learn more about those served by Boys & Girls Clubs in.
- **Measuring Positive Change in Children:** Assessment of changes in the behavior of their children as a result of attending the Club (assessing the efficacy of the Club services).
- **Academic Needs of Children:** Assessment of the success of the Clubs in meeting the academic needs of their children.

- **Health and Healthy Habits of Children:** Inquiry about parent views on the programs' ability to help their children to develop healthy habits with regard to eating and exercise.
- **Parents' Needs:** An assessment of how the Club services satisfy the needs and demands of parents, including the ability of parents to work and pursue further education due to Club services.

Surveys were administered to Club members and parents using random sampling techniques developed by researchers and explained to Club managers and program coordinators. Club managers then passed these instructions to their staffs who administered the surveys accordingly. Ones again we used a census to gather the needed information from parents. With regard to parents we surveyed all the parents who accepted our invitation to fill out the survey regardless the age of their children.

Finally, we surveyed all the members of the Clubs who were in their senior year of the high school during the academic year of 2011-2012.

## 2) Benefits of Boys & Girls Clubs for Club Members

Boys & Girls Clubs in Broward County impact the lives of the youth that they serve in many ways. The members, their parents/guardians, students and the greater community all benefit from the services of the Clubs. This section of the report studies the following benefits enjoyed by Club members and the greater community:

- Improved rates of high school graduation
- Reduced levels of teenage pregnancy and motherhood
- Cost savings generated by reductions in juvenile criminal activity, drug/alcohol/substance abuse which benefits the taxpayers
- Improved healthy habits and increased physical activity

Students who participate in the Clubs are more likely to graduate from high school and are less likely to become juvenile criminals or teenage mothers than their peers in the Broward County who do not participate in the Club. They are also less likely to abuse drugs, alcohol, and tobacco. These findings are based on a combination of published data found by the authors of this report and surveys administered through the course of this study. All four of these social interventions have distinct economic benefits and cost-savings that are calculated in this section of the report.

Furthermore, students also get to enjoy better health and nutrition through participation in physical activity and nutrition-education programs offered through the Clubs. A substantial proportion of students reported improved fitness as a result of Club participation, including reaching healthy weight. Unfortunately, no method based on existing research could be found to translate the improved nutritional outcomes and physical exercise into concrete monetary values.

### 2.1) Improved High School Graduation Rates and Impact on Personal Earnings

One of the most important indicators of school performance is the high school graduation rate. This indicator is often included in both the federal and state accountability systems as one way to assess the performance of schools alongside the more common indicator, which are student test scores.

Calculation of high school graduation rates is not easy. The intuitive definition of the term differs from the actual calculations made to measure it. A common definition is that it is the percentage of students entering 9<sup>th</sup> grade who are likely to graduate in four years from high school. The definition is straight-

forward but the calculation of it is very hard because of limitations in the current student data collection system. Such limitations make it impossible to calculate the numbers of students who graduate, transfer, or drop out of school in a four-year period. In order to do this successfully, researchers need a longitudinal student data system that can overcome these limitations.

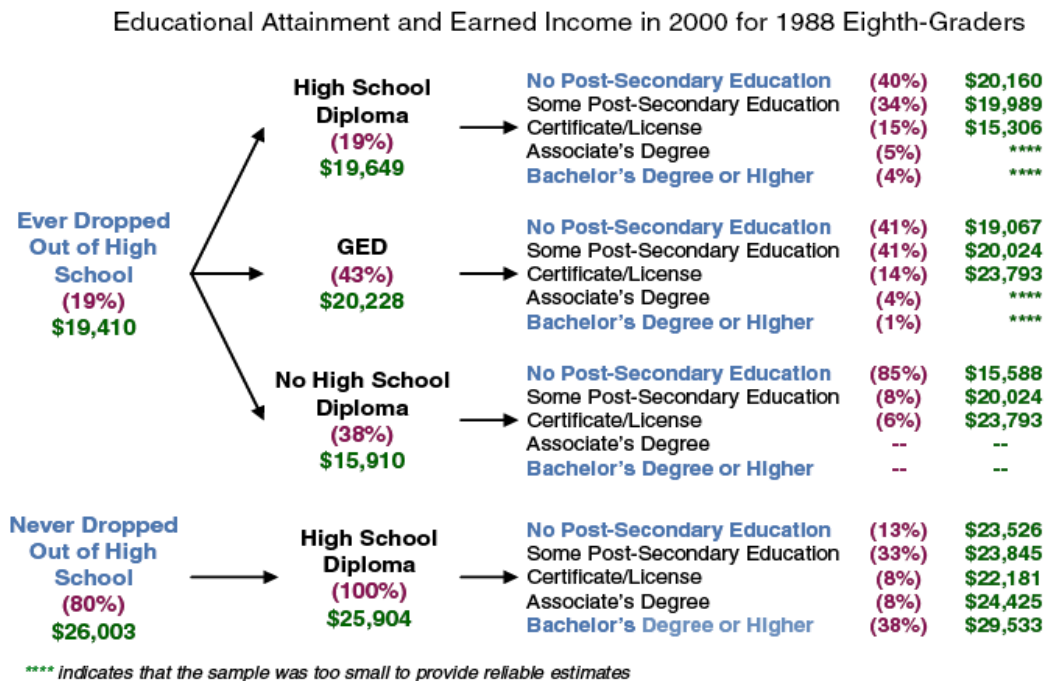
There is a well-documented earnings gap between high school graduates and dropouts—an annual difference of nearly \$10,000. There is also a growing challenge for individuals with only a high school diploma to find stable, well-paying jobs. The costs of dropping out are borne not just by individuals, but by the communities in which they live, and the rest of society. The potential economic benefit of improving students' academic outcomes should be a wake-up call to the importance of reforming America's high schools.

Although the No Child Left Behind Act of 2001 (NCLB) requires states to use a particular graduation rate calculation, poor definitions and inconsistent implementation have resulted in a range of confusing graduation rate calculations that do not provide the accurate measurement intended by the law. Over the last few years, independent researchers have confirmed that many more of the nation's youth are dropping out during high school than is reported, and they have issued estimates that most experts agree are far more accurate than those of most government sources. In most states, there is a wide variation between state-reported, federally-reported, and independently-reported rates. Recently announced federal regulations require that states implement a common formula by the 2010-2011 school year; however, further federal action is needed to clarify the role of graduation rates in reporting and accountability systems.

Students who drop out of high school not only earn less but they face a myriad of other economic costs such as having more health problems and being more likely to depend on government assistance or face unemployment later in life. Some uncertainties exist in the literature on the long-term impact of dropping out. For instance, questions remain as to whether a student returns to school after dropping out and, if they do, what the highest level of education is that they eventually attain. Such uncertainties make it difficult to estimate the long-term economic consequences of dropping out of high school.

Such difficulties led the National Education Longitudinal Study to investigate the subsequent educational attainment and earnings of a nationally representative sample of students. Those participating in the

study were tracked from when they were in the eighth grade (in 1988) until they were about 26 years old (in 2000).<sup>6</sup> The results of this longitudinal study are presented in the following chart:



Source: Susan Rotermund (2007), California dropout project, UC Santa Barbara Gervirtz Graduate School of Education, Statistical Brief # 5

The study clearly shows that those who “ever dropped out of high school” ended up earning much less throughout the rest of their life relative to their peers who ended up attaining the same terminal degree. The study also shows that those who drop out at some point tend to be less likely to complete college. Specifically, only 5% of those who ever drop out managed to receive a Bachelor’s degree, as opposed to 38% of those who never drop out of high school.

*Students “who ‘ever dropped out of high school’ ended up earning much less throughout the rest of their life relative to their peers”*

The economic cost of dropping out of school is not limited to the inability to earn a higher income. High school dropouts face much higher rates of unemployment, live shorter lives, and depend more than

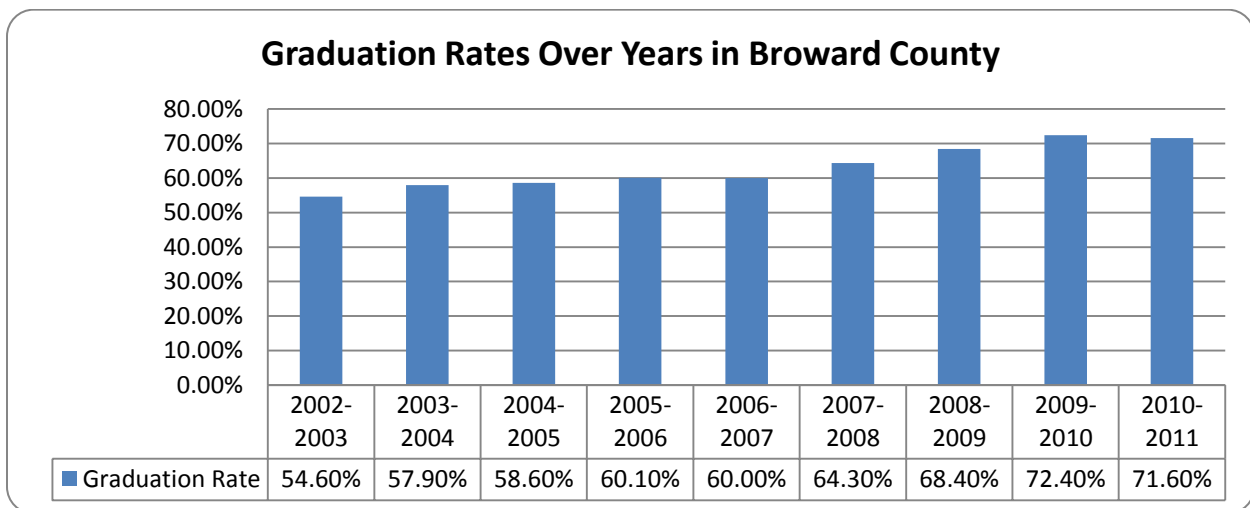
<sup>6</sup> See Susan Rotermund (2007), California dropout project, UC Santa Barbara Gervirtz Graduate School of Education, Statistical Brief # 5. As mentioned in the report, the scope of this study is national and the outcome can be applied to what has been going on nationally and not in the State of California alone.

others on government assistance. Steven H. Woolf et al (2007) argue that giving the health of educated people to everyone would save more lives than investing in medical advances. They are so convinced about the finding of their study that they make the following assertion:<sup>7</sup>

“Higher mortality rates among individuals with inadequate education reflect a complex causal pathway and the influence of confounding variables. Formidable efforts at social change would be necessary to eliminate disparities, but the changes would save more lives than would society’s current heavy investment in medical advances.”

In a comprehensive study calculating the cost of high school dropouts, one has to include all sources of differential costs stemming from lower pay, higher unemployment, shorter life expectancy, more medical expenses, and government assistance. Finding an accurate basis requires estimating a reliable rate of dropout both at the state and county level. Unfortunately, our existing database and sampling method cannot yield this necessary information. We must therefore concentrate on a partial—nevertheless instructive—calculation of the cost of not completing high school.

The following chart shows that Broward County made a significant improvement in its high school graduation last decade. This can be seen in the following chart.



**Source: Florida Department of Education, Education Information & Accountability Services Data Report, Series 2012-10D February 2012.**

<sup>7</sup> See Steven H. Woolf et al (2007), “Giving everyone the health of educated: An examination of whether social change would save more lives than medical advances” *The American Journal of Public Health*, Vol.97. No. 4.

Given the serious consequences that young people will face for the rest of their lives by deciding to drop out, any program that can help reduce drop outs and encourage students to complete their studies is worthwhile. Such a service not only helps the youth lead a more constructive life, but it creates a better educated workforce, a stronger tax base, and reduces the burden on public services. Boys & Girls Clubs in Broward County play a vital role in helping youths improve their academic outcomes.

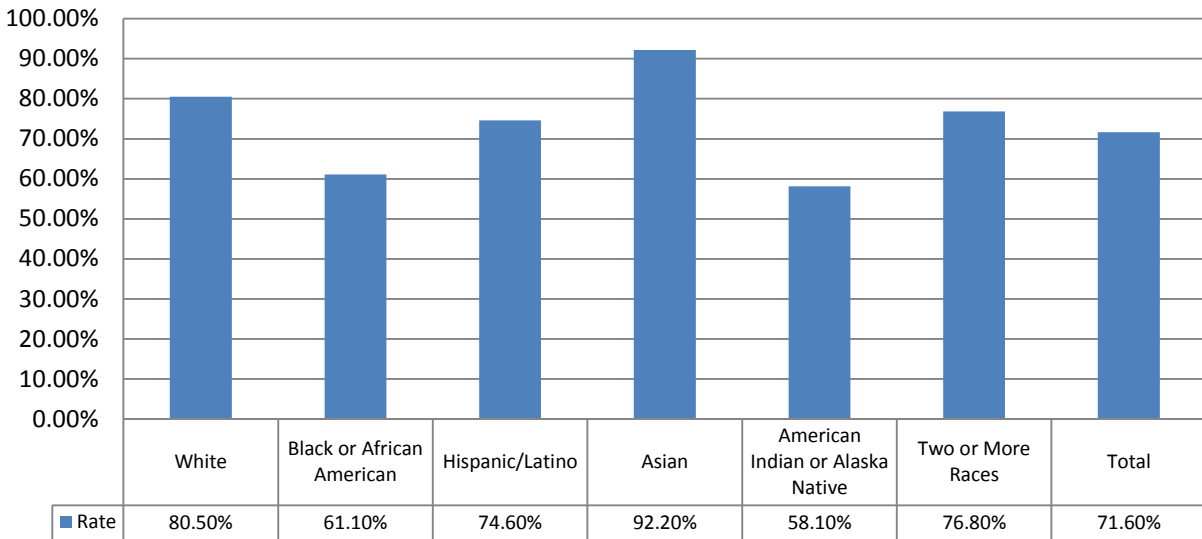
The Clubs provide a variety of services that help students excel academically. Boys & Girls Clubs as part of their after-school activities provide homework assistance and tutoring, often called the “Power Hour” program. This dedicated time supports the members in completing their homework and provides them access to supplementary instruction through tutoring services so members stay on track in school and do not fall behind.

Moreover, beyond the direct academic enrichment provided by the Clubs, members have positive role models and a nurturing environment that can help them improve decision-making skills. Such skills can help make sure that Club members make the right choices when it comes to their academic future.

Given the pivotal role that the Clubs can have on the academic success of Club members, this study quantifies the monetary benefit of such services. The first step in such a calculation is comparing the academic success of Club members with the general population in the State of Florida.

According to data provided by the Florida Department of Education the average overall rate of high school graduation in 2011 reached 71.6%. There was however significant differences among the rate of graduation across various race or ethnic groups. The following chart presents such rates in 2010-2011.

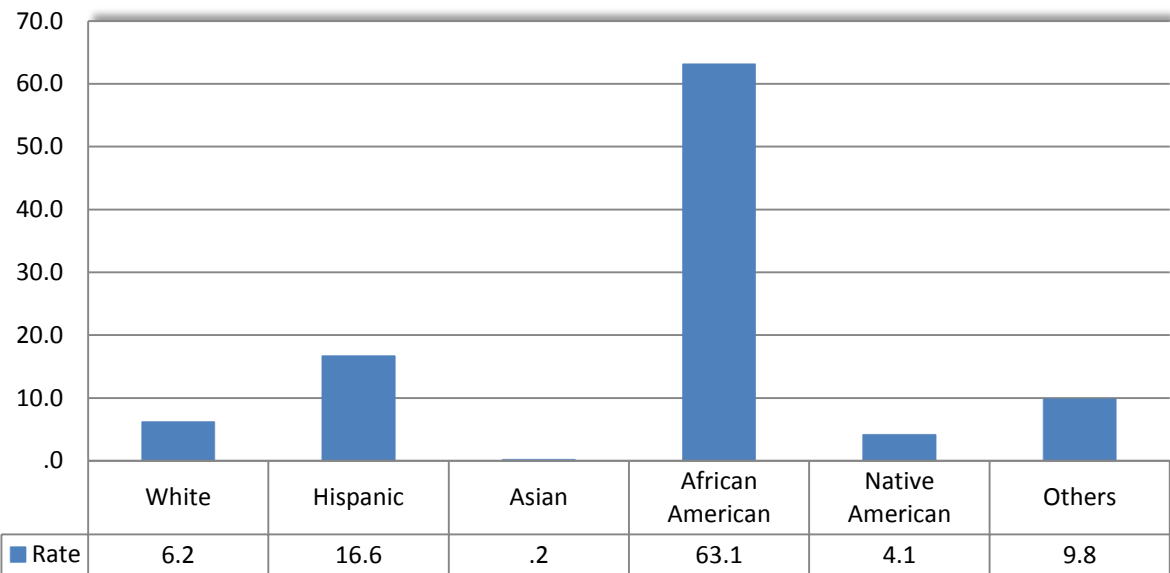
### Broward County Graduation Rates Across Different Race/Ethnicity in 2010-2011



Source: Florida Department of Education, Education Information & Accountability Services Data Report, Series 2012-10D February 2012.

The ethnic make up of the county youth in the age group of the Club members is very different with the racial/ethnic structure of the Club members. We therefore need to calculate the effective rate of high school graduation based on the ethnic structure of youth who attend the Clubs.

### Q5. What is your ethnicity?





This chart shows that 63.1% of the children who attend the Clubs are African American and only 6.2% are white. There is a very small proportion of members who are Asians.

In order to make a pertinent comparison between rate of high school graduation of the registered Club members and those in general within the state, we adjusted the overall rate of graduation of 71.6% based on the ethnic structure of the Club members. This can be seen in the following chart.

**Ethnically Adjusted Broward County Rate of High School Graduation**

<b>Ethnicity</b>	<b>Percentage</b>	<b>Graduation rate</b>	<b>Ethnic Proportion of HS Graduation</b>
African American	63.1%	0.61	0.38491
Asian	0.2%	0.92	0.0184
White	6.2%	0.8	0.0496
Hispanic	16.6	0.75	0.1245
Multi-Racial	9.8%	0.77	0.07546
Native American	4.1%	0.58	0.023778
Overall			0.65287 OR <b>65.3% Graduation Rate</b>

**Source: Authors calculations based on findings from the members’ survey and High School Graduation Report of the Department of Education, State of Florida, 2012.**

The above table shows that the relevant and ethnically adjusted high school graduation rate for a group with a similar ethnic structure is indeed 65.3%. We used this number to calculate the impact on Clubs on high school graduation.

In order to make a comparison between the county data and the data related to the Boys & Girls Clubs, we had to find the status of seniors and their rate of success in passing the high school graduation exams (FCAT). The situation is further complicated since such exams can be taken by students who are not in their senior year but feel that they can take it. Taking the latter consideration would make a close comparison between our calculation and the ones for the state more difficult and uneven.

There were several questions in the members’ survey in relation to members’ study plans and plans of graduation from high school. The instructions were that only those who are in 9<sup>th</sup> grade or higher answer those questions. In order to make sure that the responses are given by the 9<sup>th</sup> graders or higher we cross-tabulated the responses against the grade of respondents and processed the findings. In addition, we sent a senior survey to all those who were seniors and we had a response rate of 33. We used our data analyses to find the most assuring rate for the high school graduation. The most convincing pattern of responses were the cross tabulation of those who were asked to report if they will

pass HSPA and graduate from high school. Using multiple cross-tabulation of members grades against of their responses to question of passing HSPA exams, being certain that they graduate from high school or have already passed the high school graduation tests produced various rates. In two of these cross tabulations, the rate was 100% and in the other two the rate stayed at 96.5%.<sup>8</sup> We used this rate as the rate of high school graduation for the calculation of the impact of higher high school graduation.

We therefore used an estimated graduation rate of 96.5% among the Club members against the rate of 65.3% that was calculated in the earlier segment of this report.

We need to reemphasize the fact that this rate is not a measure of dropout rates and, as explained before, our database cannot be used to measure the effective rate of dropouts among the current attendees of the Club. Nevertheless, the inability to generate an exact dropout rate is not a sufficient reason to not pursue such calculations.

After considering the sentiments of those high school students who attend the Clubs, we can now begin to calculate the economic impact of higher high school graduation rates among the seniors attending Clubs in Boys & Girls Clubs in Broward County and their peer group within the county.

The latest available information (2011-2012) puts the total number of registered members equal to 12,099. According to the Club information 1.74% of these students are in the 12<sup>th</sup> grade.

Our survey shows that 93.7% of our respondents attend the Clubs at least three times per week. 83.9% attend the Clubs every day. Using the aforementioned information, we calculated that regular attendance of the Clubs allows an additional 50 seniors to graduate from high schools than otherwise would have been the case.

$$12,099 \times 0.937 \times 0.0174 \times 0.312 = 62$$

**Where:**

- 12,099 is the total number of registered members at Boys & Girls Clubs of Broward County
- 93.7% is the parentage of members who attend the Clubs at least three times during a regular week
- 1.74% are the percentage of senior who attend the Clubs

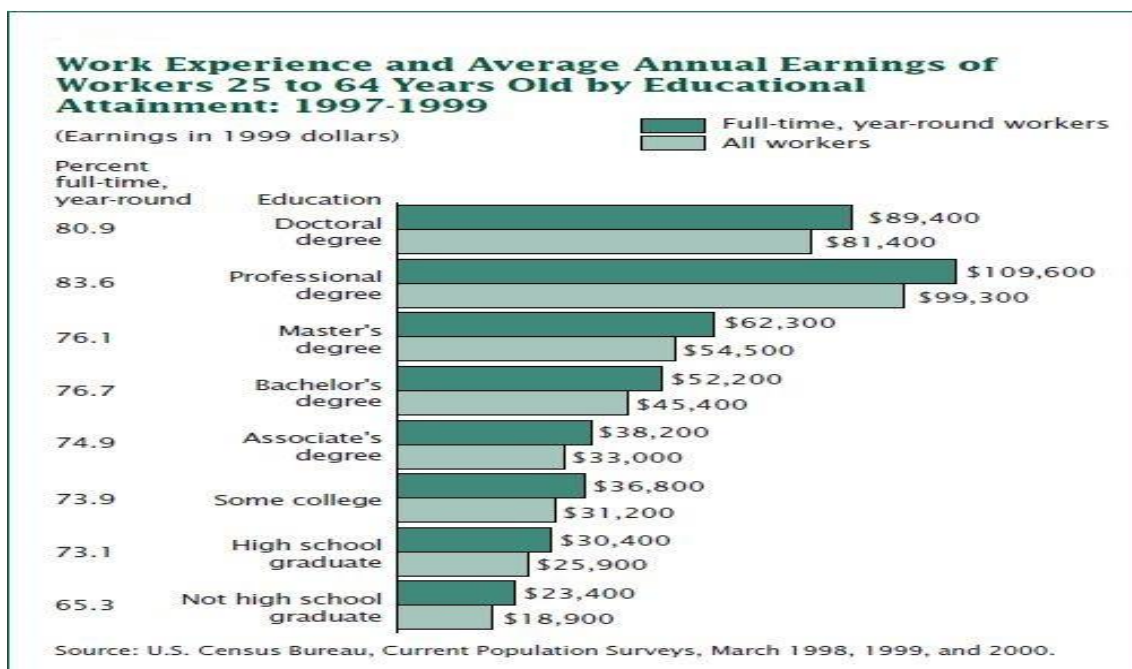
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<sup>8</sup> We have faced problems of having small rate of responses in some of the cross-tabulation response cells.

- 31.2% is the difference between rate of high school graduation in Broward County (ethnically adjusted) and rate of Boys & Girls Clubs in Broward County.

We consider these 62 additional graduates a positive externality created by the programs of Boys & Girls Clubs in Broward County. This positive externality may have resulted from the programs (such as homework assistance and tutoring) and environment provided by the Clubs that are more conducive to higher academic achievements and future success.<sup>9</sup>

In order to calculate the economic impact, we looked at the earning potential of people who graduate with a high school diploma or have an equivalent degree entering the labor force and those who enter the labor force without a high school diploma. The following chart shows the information for annual wages and salary earnings across different levels of educational attainment in the United States. This is based on the most recently available census data.<sup>10</sup>



<sup>9</sup> There is valid argument that other circumstances may have contributed to a higher rate of success among the Club attendees. A number of such arguments are equally applicable to all other similar studies.

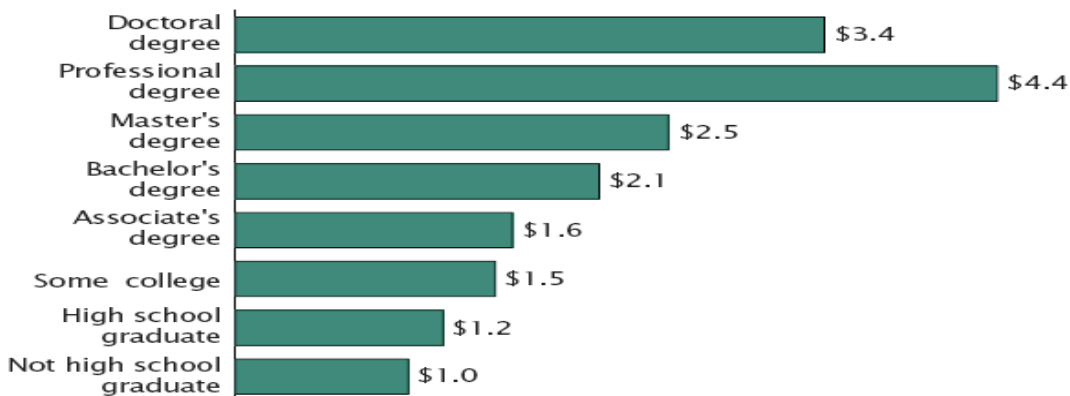
<sup>10</sup> We used the wage and salary structure of the United States since there is no particular justifiable reason to assume that the future employment prospects of those young people who are currently living in the Broward County will differ significantly from those across the country.

Following the method of similar studies, we looked at the economic impact of increased earning potential over a 20-year period due to holding a higher academic credential. Such studies are difficult to conduct and to a great extent inaccurate, as one cannot foresee the future without having a credible study of the long-term consequences of not passing the high school exit exam in one year. Indeed, such estimation must be based on longitudinal studies in order to construct a long-term scenario of what is likely to happen; we have already referred to one such study about the long-term impact of dropping out of school (Rotermund 2007). Nevertheless, we could not find such studies about the long-term consequence of failing the high school graduation exam. It should therefore be stated that our assumption about the long term impact of people who fail the high school exit exam and may continue to be working in the labor market without a high school diploma is not based on concrete and academically viable studies and therefore may overestimate or underestimate the economic impact to some extent.

As for the long term impact of getting a high school diploma or working without one, it does impact the lifetime earnings of people. Results of such differential lifetime earnings are presented in the following chart taken from a study by the US Census.<sup>11</sup>

**Synthetic Work-Life Earnings Estimates for Full-Time, Year-Round Workers by Educational Attainment Based on 1997-1999 Work Experience**

(In millions of 1999 dollars)



Source: U.S. Census Bureau, Current Population Surveys, March 1998, 1999, and 2000.

<sup>11</sup> See Jenifer Cheeseman Day and Eric C. Newburger (2002), "The Big Payoff: Educational Attainment and Synthetic estimates of Work-Life earning; Special Studies, US Census.

As the above chart demonstrates, based in 1999 dollars, an individual with a high school diploma earns \$200,000 more during their work life than a person without a high school diploma. Taking 1999 dollars and adjusting it with an average rate of inflation of 3% for the last 13 years we can say that a simplified version of this difference in 2012 real terms will be \$293,705 per person. We will use this figure to calculate the lifetime earnings impact of having a high school diploma versus not completing high school. By helping an additional 62 young people complete high school, Boys & Girls Clubs in Broward County have helped increase the total work life earning of these young people by \$18,209,710.

*“By helping an additional 62 young people complete high school, Boys & Girls Clubs in Broward County have helped increase the total work-life earning of these young people by \$18.2 million”*

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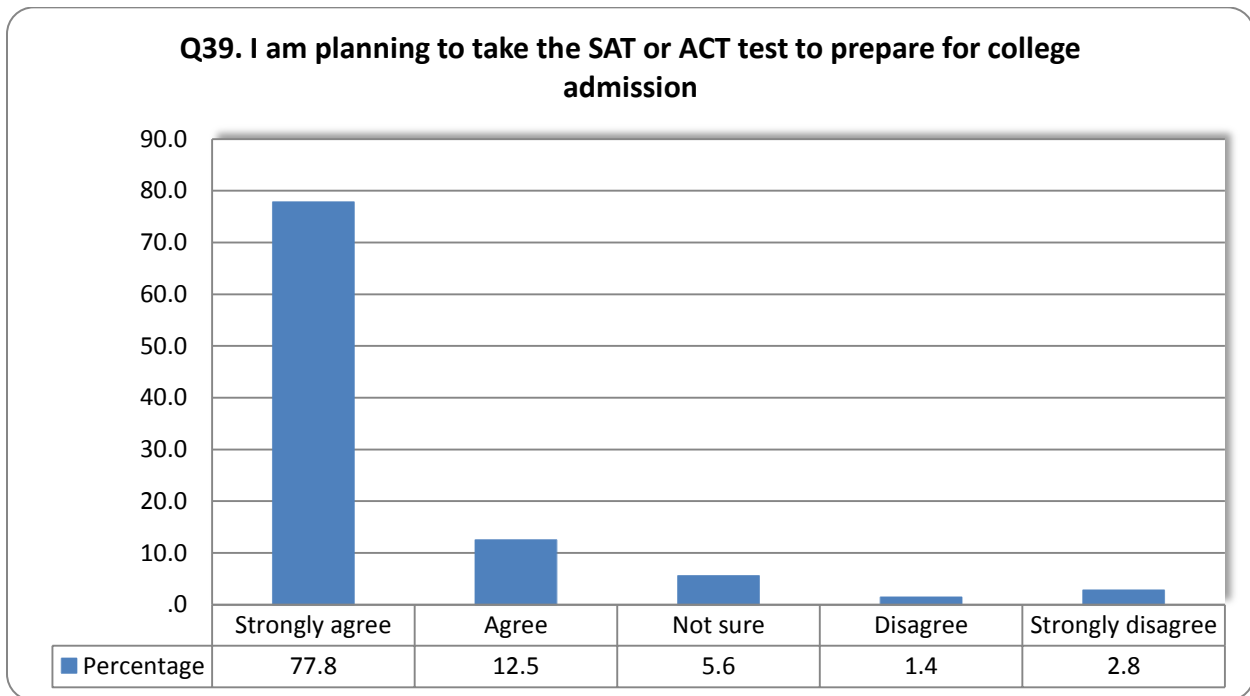
One can also consider this economic benefit on an annual basis considering data on annual wage differentials. As data presented earlier from the U.S. Census indicated, the annual difference in wages for a full-time working high school graduate and a full-time working non-graduate is \$7,000 in 1999 dollars. Adjusting for 13 years of 3% inflation, this becomes a difference of \$10,276 in 2012 dollars. With 62 students graduating high school as a result of the program, the annual benefit moving forward will be over \$637,112.

The following table sums up the economic benefits created by the ability of Boys & Girls Clubs in Broward County to improve high school graduation rates.

Percentage of students passing FCAT (ethnically adjusted to match the ethnic structure of the group in Boys & Girls Clubs in Broward County)	Percentage of Seniors Attending Clubs Passing FCAT	Additional Number of Students Passing FCAT in Boys & Girls Clubs of Broward County	Total Annual Increase in Annual Wage and Salary	Total Work life Increase In Earnings
65.3%	96.5%	62	\$637,112	\$18,209,710

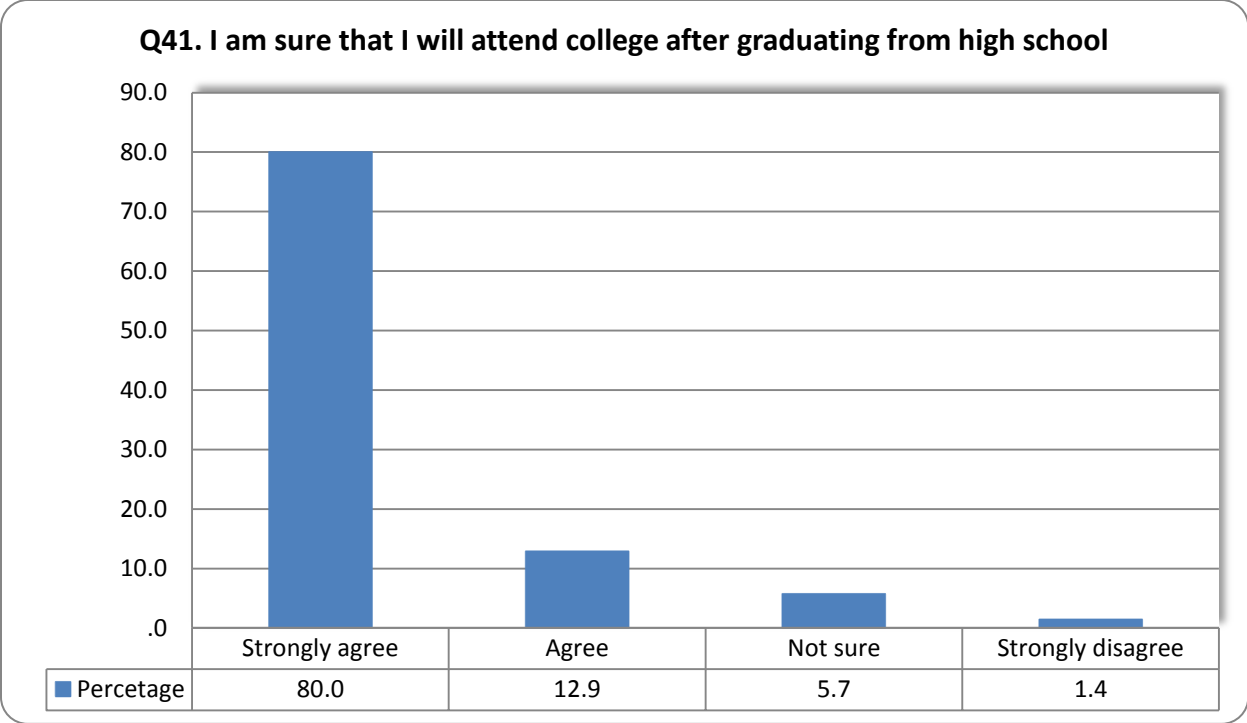
**Sources: Survey of Members of Boys & Girls Clubs of Broward County, US Census, Florida Department of Education, 2011 annual report Boys & Girls Clubs of Broward County, and authors’ calculations.**

It should also be stated that our calculations may be an underestimation, since our conservative assumptions did not account for the fact that a great number of these students are likely to enter a university and receive a bachelor's or other higher academic degree thereby earning much more than a high school diploma holder in the labor market. In order to reach this conclusion, it is important to consider data from additional questions which were asked in the survey distributed in the Clubs. These questions illustrate the attitudes of students that will shape the future success and economic contribution of these individuals to their communities. These attitudes indicate that it is safe to believe that some of these high school seniors will go on to earn degrees beyond the high school diploma.



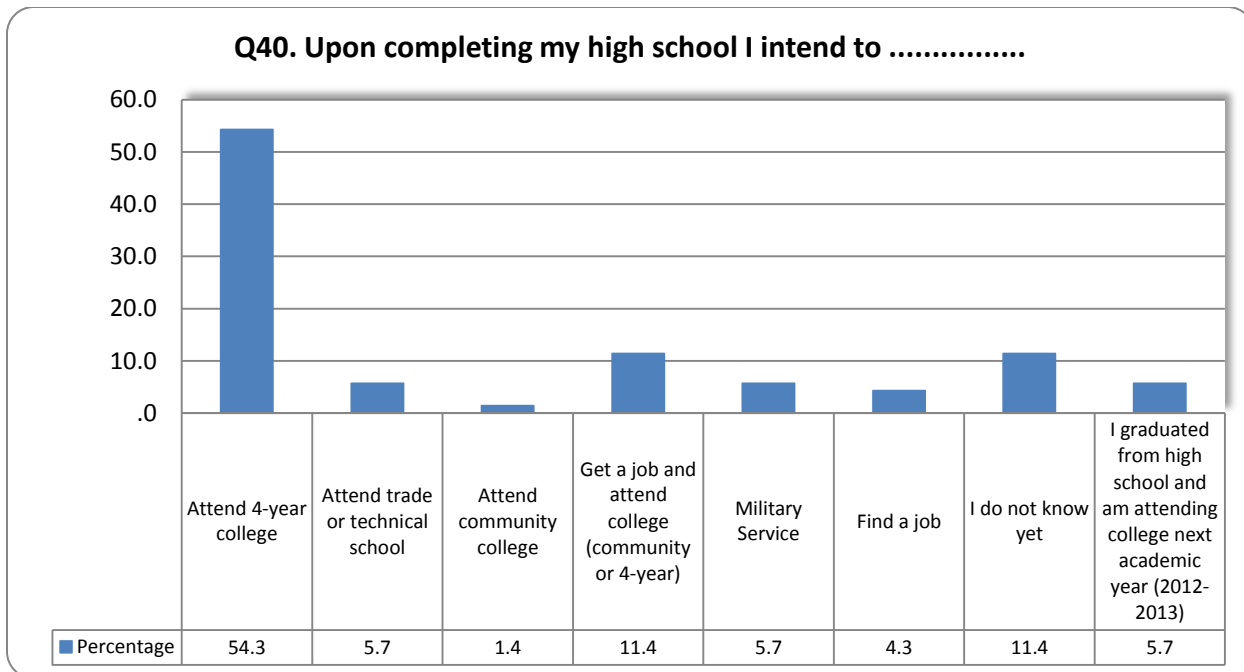
**Source: Survey of Members of Boys & Girls Clubs of Broward County during summer of the 2011-2012 academic year**

A vast majority of members some (90.3%, agree or strongly agree) indicate that they plan to take the SAT or ACT exam. This is a good sign since these exams are both important components of direct admissions to a four-year university program. Whether or not a student has a successful admissions cycle, the fact that they are planning to take the exam indicates a degree of special initiative and ambition to pursue further education. It is important to note that an additional 5.6% were not sure whether they would or would not take the SAT while only 4.2% were not planning to take the exams.



**Source: Survey of Members of Boys & Girls Clubs of Broward County during summer of the 2011-2012 academic year**

One of the most promising findings from the survey of members’ attitudes and sentiments is the very strong belief amongst members in the program that they will attend college. The responses of the members to this question indicate that they are highly motivated and ambitious to succeed. These characteristics will help them throughout the course of their professional lives. Nine out of ten respondents to the survey (92.9%) indicate that they plan to attend college eventually after completing high school.



**Source: Survey of Members of Boys & Girls Clubs of Broward County during summer of the 2011-2012 academic year**

To get more details on the college ambitions of the Club members, we asked about their specific plans. A majority of respondents (78.5%) plan to be full-time students either in a four-year college, junior college or trade school, plan to go to school and get a job at the same time, or already passed the high school and were heading to college. 5.7% were opted to join Military service. 4.3% were looking for a job and only 11.4% did not know what to do yet. This is a remarkable display of determination and clarity of intention about future life among a group of young people.

*“Survey data indicates that many [Club members] will likely pursue higher degrees which will only ensure that they have more skills and an even better livelihood”*

The last three exhibits indicate that the overwhelming majority of the seniors surveyed consider college as the next step in their lives. This seems to verify that our estimates regarding the economic impact of improved academic performance through Club participation is an underestimation. This is due to the fact that we maintained a conservative assumption that those who complete high school will only enter the labor market as high school graduates. The survey data indicates that many will likely pursue higher degrees which will only ensure that they have more skills and an even better livelihood.



## 2.2) Cost Savings Due to Reduction in Teen Childbirth

The United States of America has the highest teen birth rate among all the industrialized countries in the world. Nearly four out of ten girls become pregnant at least once before the age of 20. Teen pregnancy causes serious education and health problems for both the mother and the father. Teen mothers are more likely to have serious complications during pregnancy and delivery. Teen mothers and fathers are less likely to earn a high school diploma.

According to recent reports, teen births have decreased; however, it continues to be a significant problem in many states across the United States. Studies show that the largest proportion of teen birth happens to low income families and Latinos form the highest proportion of them compared with other ethnicities.<sup>12</sup>

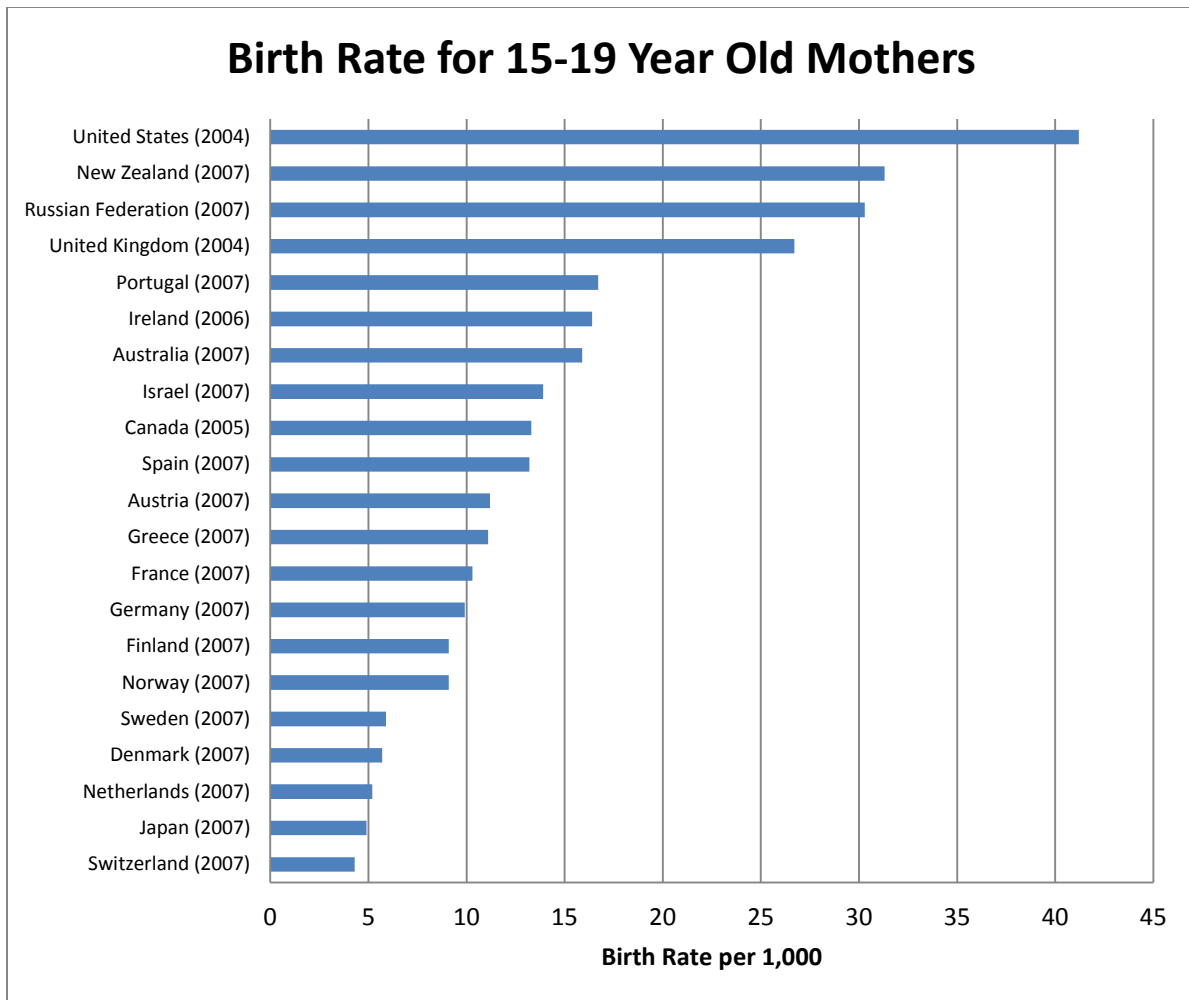
*“The United States of America has the highest teen birth rate among all the industrialized countries in the world”*

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The below diagram best illustrates the relative seriousness of the problem in the United Nations when it is compared to similarly well-developed countries:

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<sup>12</sup> For more information see <http://women.ca.gov/UserFiles/922.FinalPublicPolicyAgenda.pdf>



**Source: United Nations Demographic Yearbook (2007)**

Amongst developed countries, the U.S. teen birth rate is staggering at 41.2 per 1,000 teenage females aged 15-19. Russia, New Zealand, and the United Kingdom trail with birth rates of 30.3, 31.3, and 26.7, respectively. The remaining developed countries all have teen birth rates below 17 per 1,000 with Switzerland having the lowest rate of all—4.3 per 1,000 teenage girls aged 15-19.

The relative widespread prevalence of teenage pregnancy in the United States and the serious consequences it can have for teenage mothers and fathers demonstrates the need that exists for programs that can help reduce these troubling trends. Not only would a reduction of teenage pregnancy help the teen parents but the impact has real and tangible economic impacts for the country.

According to recent studies, teen childbearing in the United States costs taxpayers at least \$9.1 billion annually at the federal, state, and local levels.<sup>13</sup>

Most of the costs of teen childbearing are associated with negative consequences for the children of teen mothers. On the national level, these costs include \$1.9 billion for increased public sector health care costs, \$2.3 billion for increased child welfare costs, \$2.1 billion for increased costs for state prison systems, and \$2.9 billion in lost revenue due to lower taxes paid by the children of teen mothers over their adult lifetimes.

In summary, taxpayers face the following economic costs as a result of teenage parenthood:

- Lost tax revenues from the decreased short and long-term earning power of teenage parents.
- Public assistance expenditures necessary to support teen parents and their families.
- Health care costs for children of teenage mothers.
- Criminal justice costs for children of teenage mothers.
- Foster care costs for the children of teenage mothers.

In addition to the costs of teenage pregnancy that burdens the taxpayer, it is important to consider the ways in which teenage parenthood changes the future life and prospects of the parent. These changes can have long-term consequences ranging from the emotional to the economic.

As the economy has transitioned from an emphasis on manufacturing to an emphasis on services, education has become an important determinant of success. One of most important elements of building a strong workforce for the 21<sup>st</sup> century is to have a well-educated pool of labor. Due to the negative impact teenage pregnancy has on educational outcomes, reducing teen pregnancy can help strengthen the future workforce. Early teen pregnancy substantially reduces the opportunity of parents to continue their education and thereby makes segments of the American workforce less competitive.

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<sup>13</sup> This estimate was done in recent study by Saul Hoffman, professor of economics and chair of Department of Economics at Delaware University. For more information see the full study <http://www.buec.udel.edu/hoffmans/Research/By%20the%20Numbers.pdf>

Insufficient education deprives the young parents the opportunity of having stable and high paying jobs in the future. Teen parents and their children are less likely to graduate from high school. In fact, less than four in ten mothers who began their families before age 18 ever complete their high school education.<sup>14</sup> A study by the National Campaign to Prevent Teenage Pregnancy in 2002 shows that in the past 25 years, the median income of people without a college education decreased in absolute terms (not inflation adjusted) by 30 percent while median income of college graduate increased by 13%.<sup>15</sup> The same study shows that half of teen mothers drop out of school before becoming pregnant. Some 52% of all mothers on welfare had their first child as a teenager. Teenage mothers are less likely to complete high school and only 1.5% earns a college degree by the age of 30. This, in turn, influences their earning capacity and likelihood to live on welfare.<sup>16</sup>

In summary, the sources of short and long-term costs for the families of teen parents are as follows:<sup>17</sup>

- Teenage parents are less likely to complete high school.
- Teenage parents are more likely to depend on welfare.
- The children of teen mothers are more likely to perform poorly in school.
- The children of teen mothers are at a greater risk of abuse and neglect.
- The sons of teen mothers are 13% more likely to end up in prison and are more likely to commit more violent crimes.
- The daughters of teen mothers are more likely to become teen mothers themselves.

Boys & Girls Clubs play an important role in saving youths from the serious consequences they will face if they become teenage parents. By providing youth a nurturing environment and programs that develop important life skills, the Clubs provide the youth with positive reinforcement and hope for a

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<sup>14</sup> For more information see <http://www.teenpregnancy.org/resources/data/pdf/notjust.pdf>, not just another single issue: Teen Pregnancy Prevention's link to other critical social issues, Feb. 2002.

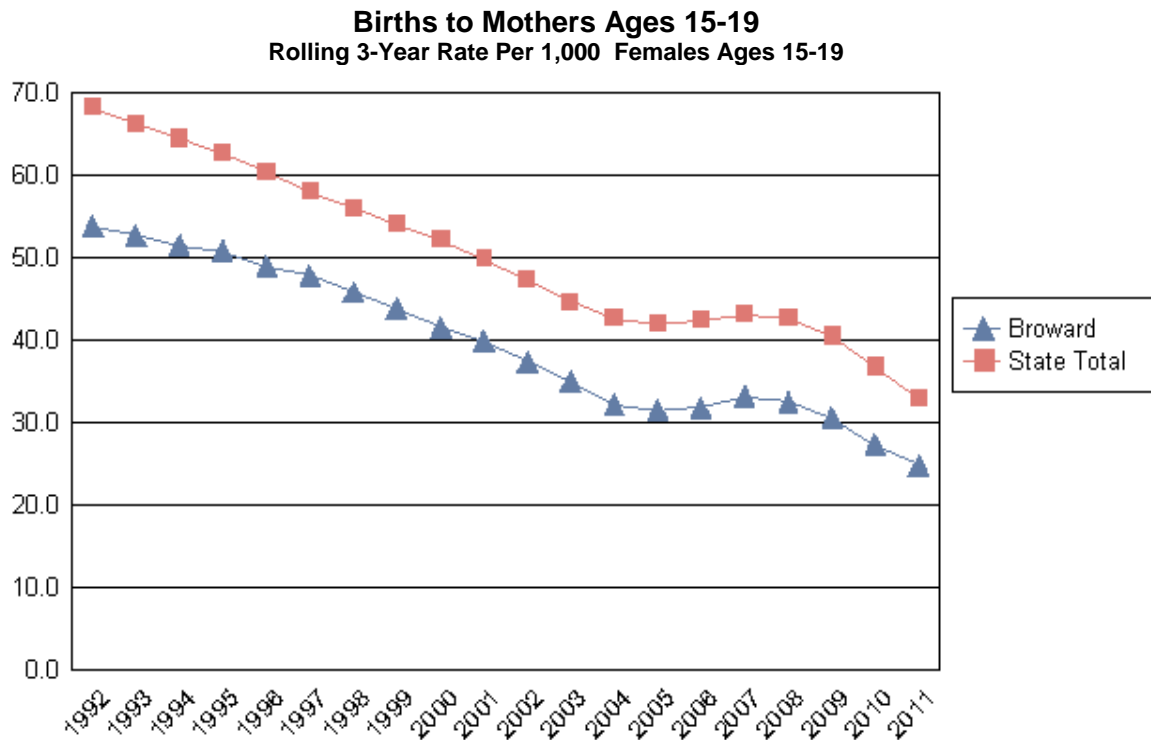
<sup>15</sup> Ibid.

<sup>16</sup> Maynard, Rebecca, A, *Kids having kids: Economic costs and social consequences of teen pregnancy*, Published by John Wiley and Sons on behalf of Association for Public Policy Analysis and Management, 1999.

<sup>17</sup> <http://www.richmondgov.com/tpp/background.aspx>

better life. Such emotional support can help an at-risk teenager develop better decision-making skills that can help them avoid risky behavior that can lead to teenage parenthood. Among the Clubs programs that help youth to find a better path for a better future one can mention SMART Moves, SMART Girls, Triple Play, and Passport to Manhood.<sup>18</sup>

The existing statistics from Florida Department of Health shows that teen birth rate fell remarkably with the state of Florida over the last two decades.



**3-Year Rate Per  
1,000**

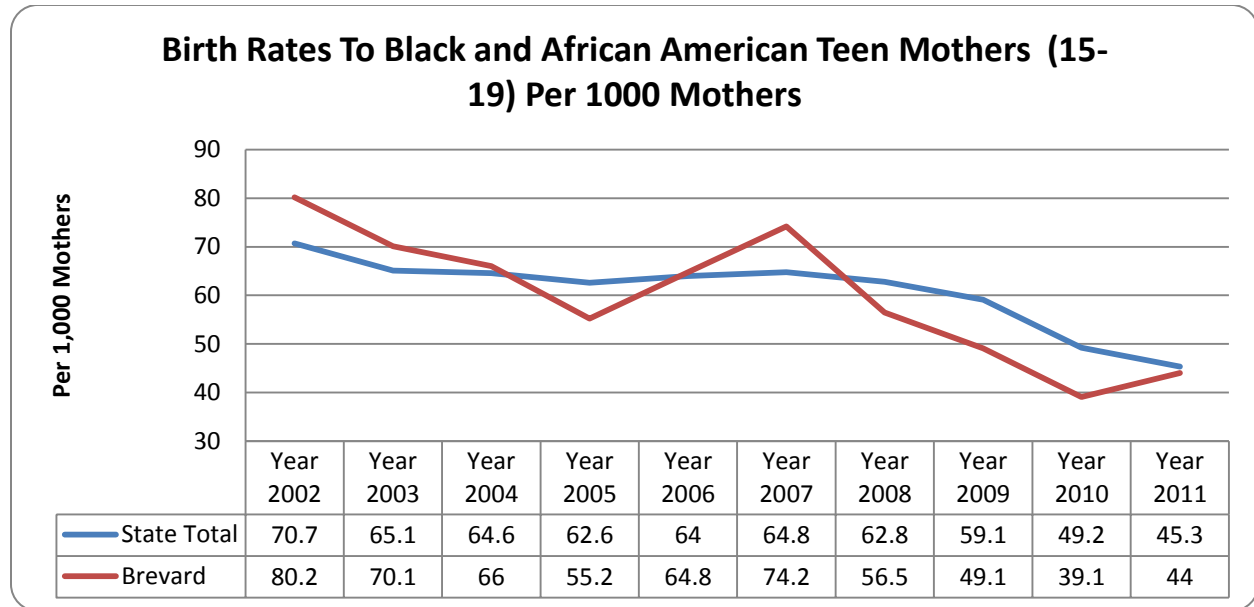
**Source: FloridaCHARTS.com is provided by the Florida Department of Health, Office of Planning.**

According to the latest statistics provided by Florida Department of Health the three year average rate of ten births in Broward County was 24.9 per 1000 mothers. As the above chart shows rate of teen birth is considerably lower in Broward County compared with the state. The chart also shows that the rate fell remarkably during the last two decades. It is now less than half of what it used to be in the early 1990s.

<sup>18</sup> These programs are commonly used across various Boys & Girls Clubs of America. For a full description of these programs and how they help Club members to learn more and lead a healthy life see <http://www.bgca.org/programs/healthlife.asp>

Broward County and the State of Florida made significant improvement over year but the existing rate still high and the cost of it is tremendous.

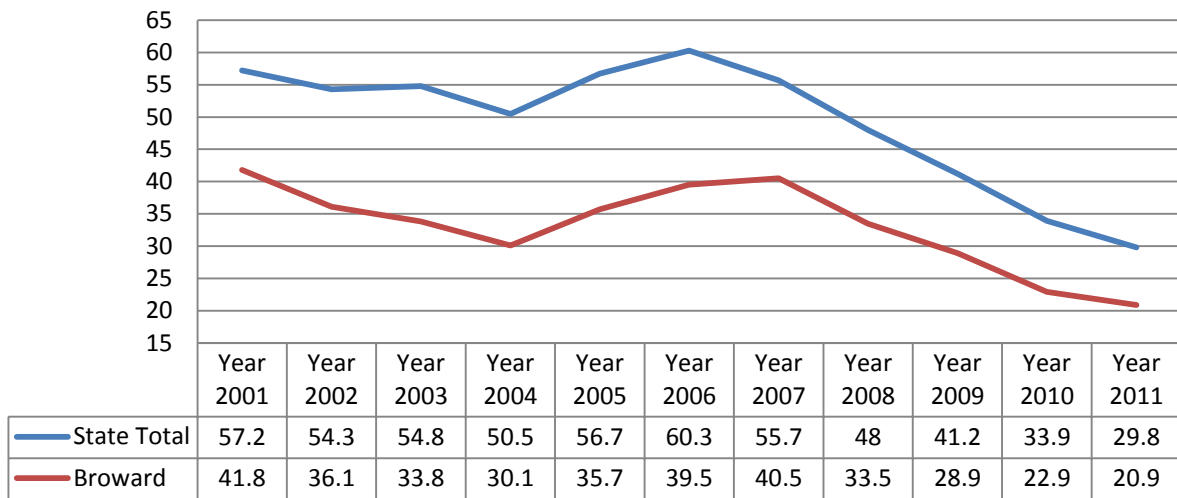
In looking closer into the incidence of birth to teen mothers across various race and ethnicities, we looked at the rate of teen birth to all races, Hispanics, and Black and African American teen mothers. They all showed improvements over time but there were significant differences among them. The following charts show the comparison for each between the county and the state rates.



**Source: Florida Department of Health**

The above chart shows that rate of child birth among Black and African American teen mothers with some fluctuations had a significant decline over the last decade. The rate at the county level is only slightly lower compared with the state level.

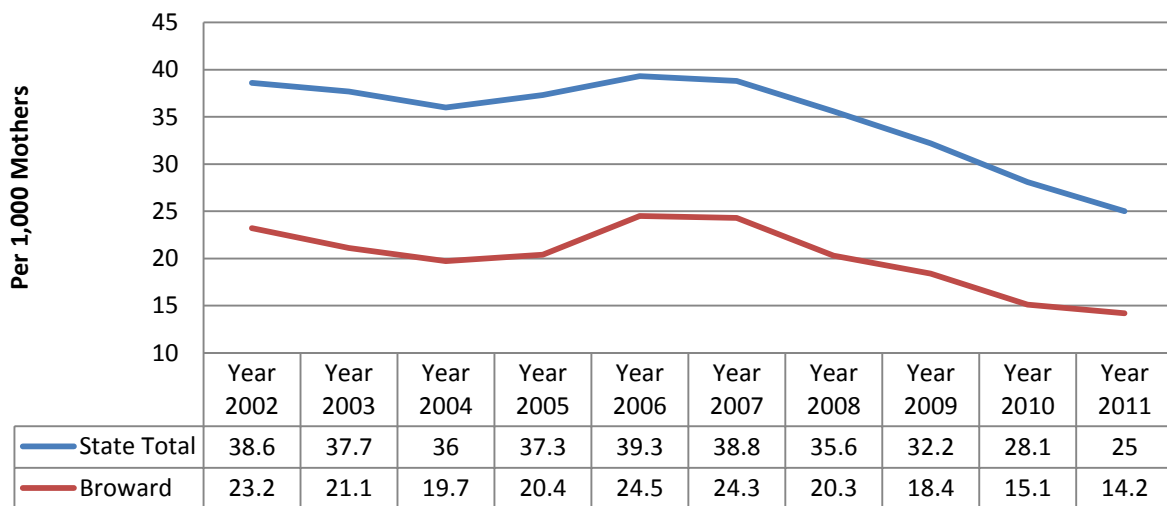
### Birth Rates to Hispanic Teen Mothers (15-19) Per 1000 Mothers



Source: Florida Department of Health

The reduction in rate of birth among Hispanic teens has been remarkable at the state and the county level. A major reduction in birth rate to Hispanic mothers occurred since 2006-2007 and it has been continuing over years.

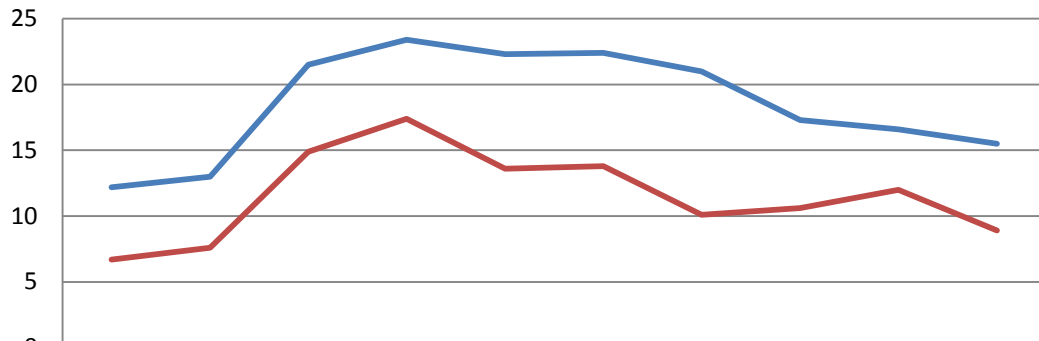
### Child Birth By White Teen Mothers (Per 1000 Mothers)



Source: Florida Department of Health

A similar declining trend since 2006-2007 can be seen among the white teen mothers. The rate in the county is considerably lower compared to the state level.

### Birth Rates to Other Non-White Mothers (15-19) Per 1000 Mothers



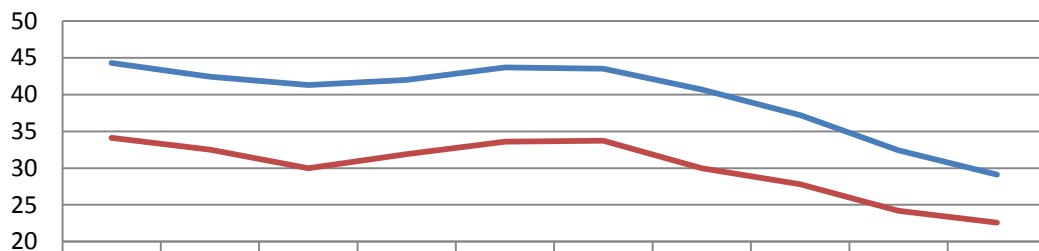
	Year 2002	Year 2003	Year 2004	Year 2005	Year 2006	Year 2007	Year 2008	Year 2009	Year 2010	Year 2011
State Total	12.2	13	21.5	23.4	22.3	22.4	21	17.3	16.6	15.5
Broward	6.7	7.6	14.9	17.4	13.6	13.8	10.1	10.6	12	8.9

**Source: Florida Department of Health**

Finally the above chart shows the rate of teen pregnancy among other non-white mothers. The rate among them is the lowest and the rate ones again stood much lower than the state level.

Finally the following chart shows the annual rate of teen pregnancy for all races in Broward County over the last decade.

### Birth Rates for Teen Mothers of All Races (15-19) Per 1000 Mothers



	Year 2002	Year 2003	Year 2004	Year 2005	Year 2006	Year 2007	Year 2008	Year 2009	Year 2010	Year 2011
State Total	44.3	42.4	41.3	42	43.7	43.5	40.7	37.2	32.4	29.1
Broward	34.1	32.5	30	31.9	33.6	33.7	30	27.8	24.2	22.6

**Source: Florida Department of Health**

This chart shows that the overall rate shows a significant decline since 2006-2007 and it has stood considerably below the state level over the recent decade.



In order to calculate the economic impact of the Clubs' potential to reduce teenage pregnancy, our literature review yielded an impressive nationally representative study by Dr. Rebecca Maynard,<sup>19</sup> a professor of the University of Pennsylvania and a member of the National Campaign to Prevent Teen Pregnancy. This study yielded cost estimates for the economic impact of teen pregnancy to taxpayers and society which captures many of the adverse impacts of teen pregnancy discussed earlier in this section.

Since this rigorous study looked both at the taxpayer and societal costs, we will use its findings for both categories. In order to derive the taxpayer costs, Maynard

“employed conservative assumptions, and used the most directly attributable costs, including tax revenue costs based on mother’s and father’s income and consumption, public assistance direct costs such as welfare and medical assistance as well as the associated administrative costs of these programs, costs for increased foster placement and incarceration of children, and tax revenue costs based on children’s income and consumption when they reach early adulthood. Some costs such as public assistance were averaged over 13 years of parenthood... Appropriately, and unlike other less rigorous cost analyses, Maynard estimated net costs, adjusted for estimated costs in the same categories had the teen mother delayed her birth until age 20 or 21” (Constantine 5).

Using a similarly thorough methodology, Maynard calculated the economic costs for society. This analysis considered the impact of teenage pregnancy on other stakeholders beyond the taxpayer. Considerations in this part of the analysis included “estimated changes in earnings of teen mothers,

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<sup>19</sup> We also looked at a number of other studies for searching the latest information on teen pregnancy and childbearing. To arrive at a long term cost over the life time see the following:

[http://www.health.state.nm.us/phd/fp/teen\\_pregnancy.htm](http://www.health.state.nm.us/phd/fp/teen_pregnancy.htm)

<http://www.thenationalcampaign.org/costs/pdf/states/california/fact-sheet.pdf>

[http://www.health.state.nm.us/phd/fp/teen\\_pregnancy.htm#\\_ftn5](http://www.health.state.nm.us/phd/fp/teen_pregnancy.htm#_ftn5)

[http://www.usa.gov/Topics/Reference\\_Shelf/Data.shtml](http://www.usa.gov/Topics/Reference_Shelf/Data.shtml)

<http://usasearch.gov/search?v%3Aproject=firstgov-web&query=Economic+cost+of+teen+birth>

[http://www.health.state.nm.us/phd/fp/economic\\_impact06.htm](http://www.health.state.nm.us/phd/fp/economic_impact06.htm)

[http://info.sen.ca.gov/pub/07-08/bill/asm/ab\\_1501-1550/ab\\_1511\\_cfa\\_20070602\\_170429\\_asm\\_floor.html](http://info.sen.ca.gov/pub/07-08/bill/asm/ab_1501-1550/ab_1511_cfa_20070602_170429_asm_floor.html)

<http://women.ca.gov/UserFiles/922.FinalPublicPolicyAgenda.pdf>

<http://www.thenationalcampaign.org/costs/tables.aspx>

fathers, and children when they reached early adulthood, and privately paid medical costs” (Constantine 6).

The results of the analysis conducted found that the annual costs per teen pregnancy for teens aged 15-19 was \$2,129 for costs to taxpayers and \$4,750 for costs to society. However, the total outlay per teen pregnancy is much more significant if the long-term costs are considered.

*“Each teen birth costs taxpayers and society \$127,501”*

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The analysis conducted by Maynard averaged many costs over 13 years. If one considers the future costs over this entire period, the total outlay of economic costs per teenage pregnancy is \$27,677 for taxpayer costs and \$61,750 for societal costs. In other words, each time a teenager between the ages of 15 and 19 gives birth, taxpayers and society incur a marginal cost of \$89,427. Please note, that all these calculations are in the year 2000 dollars. Adjusting for inflation and assuming an average rate of inflation each year of 3%, this analysis finds that each teen birth costs taxpayers and society \$127,501 in 2012 dollars; in annual terms, this is \$9,807 per year.

In order to understand the economic impact of the Clubs in Broward County in terms of reduced teenage pregnancy, it is critical to compare rates of teenage parenthood in the County with those of youth participating in Boys & Girls Clubs of Broward County.

Using the latest available teen pregnancy and teen birth information presented earlier we know that the rate of teen pregnancy in 2011 was 22.6% for all the races. There is however noticeable difference between the ethnic make-up the children who attend the Clubs with the overall ethnic structure of children within this age group in the county as a whole. We therefore used the following method to estimate a better and more suitable teen birth rate for children who attend the Club.

**Ethnically Adjusted Broward County Birth Rate Among Teen Mothers (Per 1000 Mothers)**

<b>Ethnicity</b>	<b>Birth Per 1000</b>	<b>Ethnic Structure of Clubs</b>	<b>Ethnic Proportion of HS Graduation</b>
African American	44	63.1%	27.64
Asian	8.9	0.2%	0.0178
White	14.2	6.2%	1.2958
Hispanic	20.9	16.6	3.694
Multi-Racial	22.6	9.8%	2.2148
Native American	22.6	4.1%	0.9266
Overall			35.789 OR <b>35.8 Per 1000 Mothers</b>



**Note:** We used the birth rate of all races for the groups that there were no particular birth rates for teen mothers reported by the State Department of Health. For Asian we used other non-white races

**Source: Authors calculations based on findings from the members’ survey and State of Florida Department of Health, Report of the Department of Education for Broward County, State of Florida, 2012.**

In order to gauge the teen pregnancy rate, we included a question within the in-house questionnaire submitted to Club management asking whether they were aware of any instances of Club members becoming pregnant. Due to the daily interaction of Club staff and management with those that they serve, we concluded that they would be a good source of information regarding the prevalence of pregnancy among Club members. The report from the Clubs’ management indicated zero rate of pregnancy during 2011-2012.

We also had a question asking parents if their daughter in the appropriate age group became pregnant during the year in question. We cross tabulated the response of parents against age of their children and found the rate of pregnancy to be zero based on their responses too.<sup>20</sup>

Based on the information received we calculated the number of girls who attend the Clubs between ages of 15 to 19 at least three times a week. This resulted to 250 girls between ages of 15 to 19. We then applied the effective rate of pregnancy that we calculated to the group and found a total of nine teens are save from becoming teen mothers.

*“Boys & Girls Clubs of Broward County saves taxpayers and the society a total of \$1,147.509 for the 9 teenage females served through the positive impact of its services.”*

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Using the number of teen mothers saved we calculated two set of costs that are presented in the following tables. First, we consider the annual cost saving as a result of reduced levels of teenage pregnancy:

Female Club members between the ages of 15 and 19 who attend the Club more than 3	Rate of teen ethnically adjusted for the Broward County (per	Rate of teen childbirth among female Club members	Total number of teen childbirths averted	Estimated annual cost of teen pregnancy to taxpayers and	Total annual costs saved for tax payers and society due to positive influence
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<sup>20</sup> Using Chi-Square tests we found that many of the non-responses in age groups were statistically insignificant.



days a week	1,000)	aged 15 to 19 (per 1,000)		society	of Clubs
250	35.8	0.0	9 female teens saved	\$ 9,807	\$ 88,263 Annually

Our calculations indicate that by saving 9 females from teen parenthood, Boys & Girls Clubs in Broward County is generating economic savings of \$ 88,263 per year over a period of 13 years. This is a significant level of savings for the community.

As pointed out before, the annual cost above is based on an average of costs over a period of 13 years. It is also important to understand the total long-term economic savings generated for each teen that is saved from becoming a teen parent. The overall cost to taxpayers and the society for every teen mother is \$127,501. Considering this lifetime economic cost, the economic savings generated through the social interventions of Boys & Girls Clubs in Broward County are as follows:

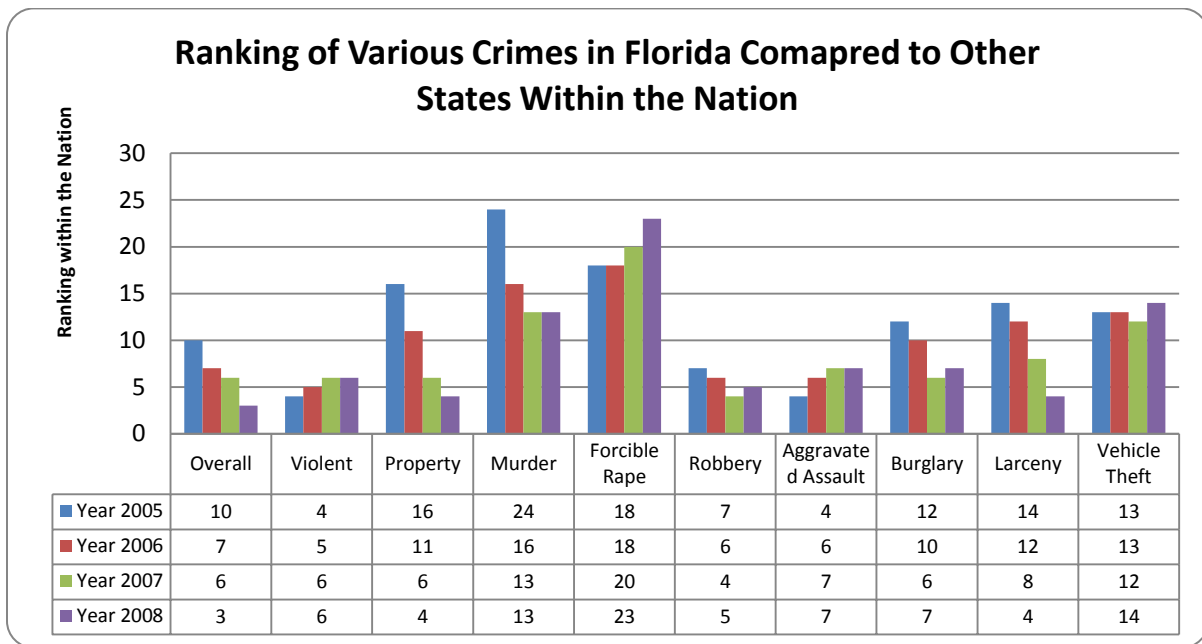
Female Club members between the ages of 15 and 19 who attend the Club more than 3 days a week	Rate of teen ethnically adjusted for the Broward County (per 1,000)	Rate of teen childbirth among female Club members aged 15 to 19 (per 1,000)	Total number of teen childbirths averted	Estimated long-term cost saving for society and taxpayer for each teen birth averted	Total lifetime saving for taxpayer and society due to positive influence of Clubs
250	35.8	0.0	9 female teens saved	\$127,501	\$ 1,147,509

The Boys & Girls Clubs save taxpayers and society a total of \$ 1,147,509 for the 9 teenage females served through the positive impact of its services. This reduced burden for the teens and their community is significant.

### 2.3) Economic Impact through Reduction in Juvenile Arrests and Crimes

Crimes in general and juvenile crimes in particular are major sources of social disorder, economic loss, and public health concerns in every society. While protecting individuals and families has an important place in the community, prevention of violence has been argued by many scholars and practitioners as the most effective and cost saving long-term solution. As a result, programs such as Boys & Girls Clubs of Broward County that help to reduce juvenile crime are valuable social assets.

Crime rates in Florida declined over years. However in many areas the crime rates in Florida compared to other states is quite high and even increased compared other states that experienced a sharper fall over the same number of years. The following table presents a good basis for comparison. In the following table the numbers present the ranking of the State of Florida compared to other 49 states within the United States of America.

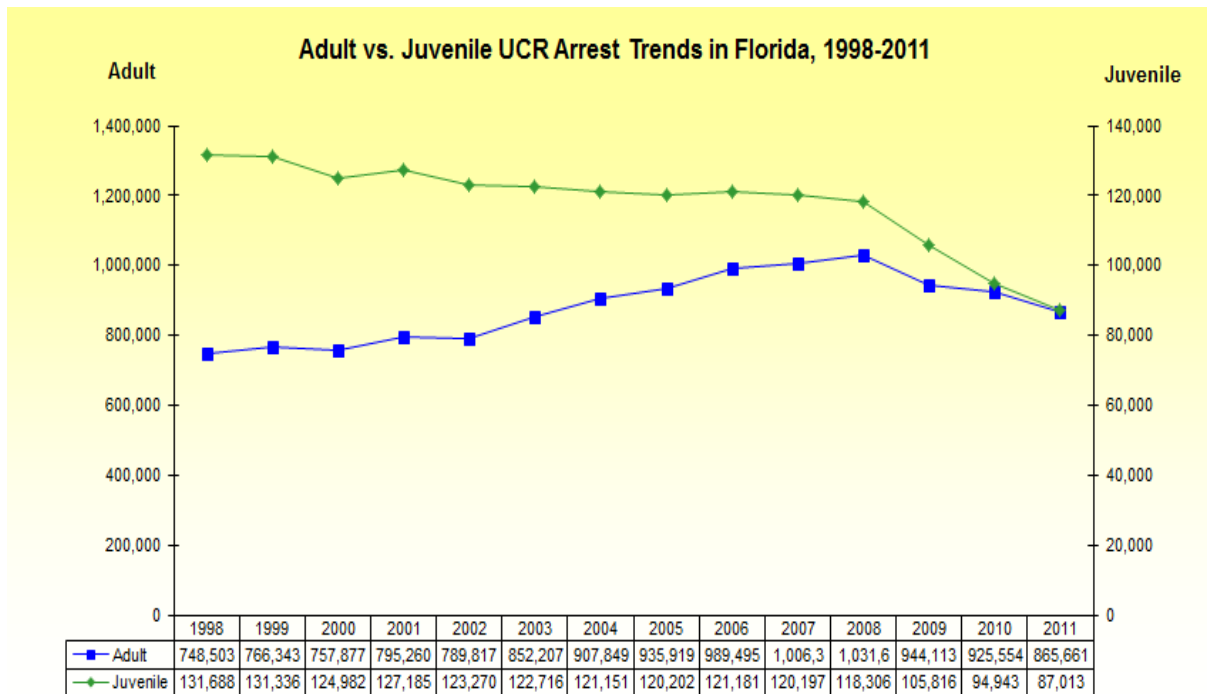


Source: Unified Crime Statistics, FBI UCS, reported by The Disaster Center.

<http://disastercenter.com/crime/flcrime.htm>

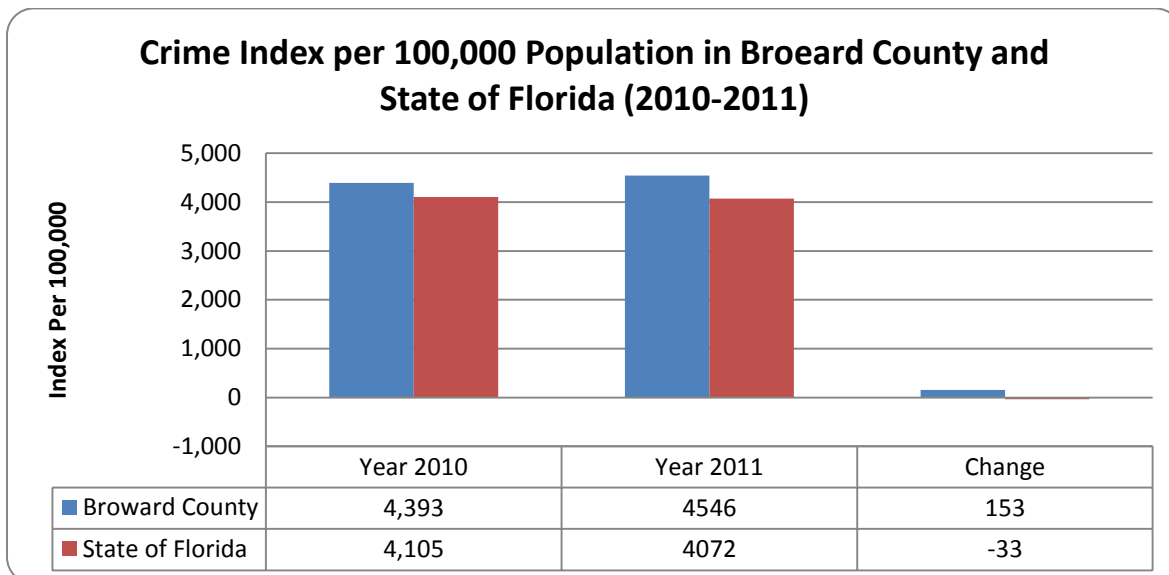
The above table shows that the progress in a comparative sense has been mixed. There have been clear improvements in violent crimes, forcible rape, and aggravated assaults since 2005.

The following chart shows based on the latest reports (Unified Crime Reports of FBI) both juvenile and adult crimes have been declining since 2008. There is however a marginal gap between the two.



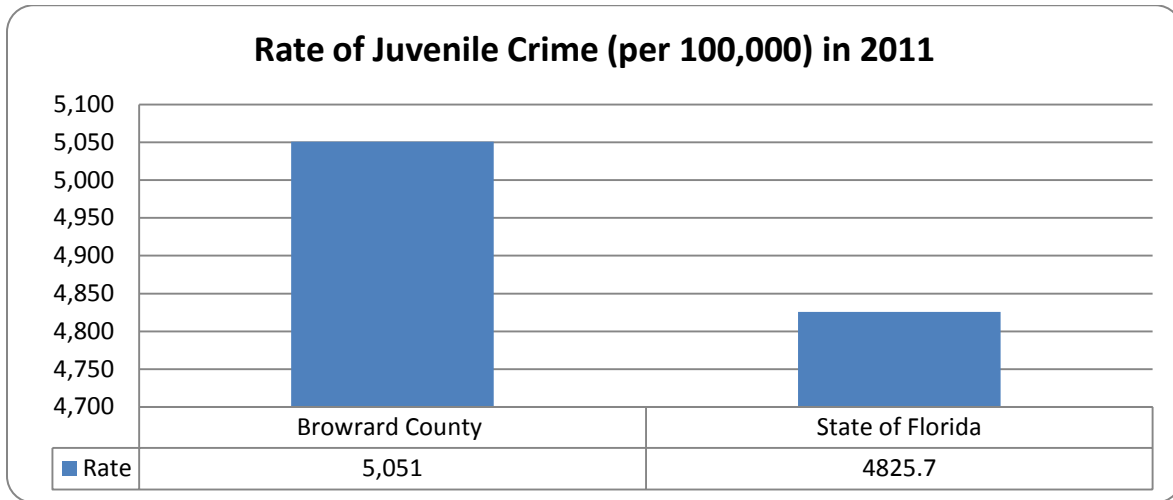
Source: Florida Department of Law Enforcement.

The rate of crime in Broward County is relatively higher compared to the overall rate within the state. The following chart provides the needed data based on the latest information.



Source: Florida Legislature Office of Economic and Demographic Research, June 2012

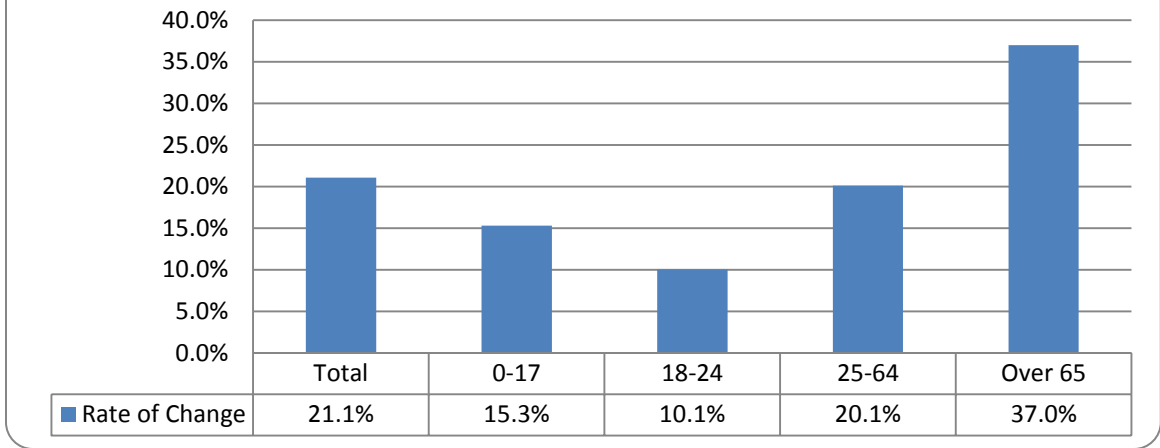
Broward County is the second most populated county within the State of Florida. The crime rate in the county is well in excess of the state. While the crime rate within the state of Florida declined from 2010 to 2011, the rate of crime in the Broward County increased by about 3.5%. The rate of juvenile crime is even higher within the county and comparatively higher than the state level. The following chart shows the latest information for 2011.



**Source: Florida Legislature Office of Economic and Demographic Research, June 2012**

A closer look into type of crimes and drug trafficking manufacturing and sales/purchase/possession counts for a higher share of new commitments of the county resources for protecting the county residence against overall crimes within the county. Florida and Broward County both have growing population. The following chart shows the existing and projected change in various age groups in the State of Florida.

### Projection of Population increase from 2005 to 2015



**Source: U.S. Bureau of the Census. Interim Projections of the Population by Selected Age Groups for the United States and States: April 1, 2000 to July 1, 2030**

Broward County is the second most populated county in the State of Florida. Its population counts for 9.3% of the State’s population based on the latest data for 2011. In 2010-2011 the share of its juvenile delinquency was about 10.4% of the state total.

In general, the existing data shows juveniles are more likely to commit crimes and the socio-economic status of our children has important impact on the likelihood of the crime actually being committed. In absence of a comprehensive study regarding the impact of juvenile crimes across the ethnic and the gender structure of the victims of crimes, we used a study that has been done for the state of California. The findings of this study can equally be applied to victims of crimes anywhere across the nation. According to a report published by California’s Legislative Analyst’s Office (LAO) in January 2007 characteristics of the crime victims can be summed up as follows:<sup>21</sup>

- Individuals between ages of 12 to 24 are more likely to commit and be the victim of violent crimes. Indeed the probability of being the victim of crimes is significantly lower for all other ages.
- The likelihood of being a victim of a violent crime was 45% higher for males than for females.

<sup>21</sup> California’s Criminal Justice System: A Primer, Legislative Analyst’s Office (LAO) California Nonpartisan Fiscal and Policy Advisor.

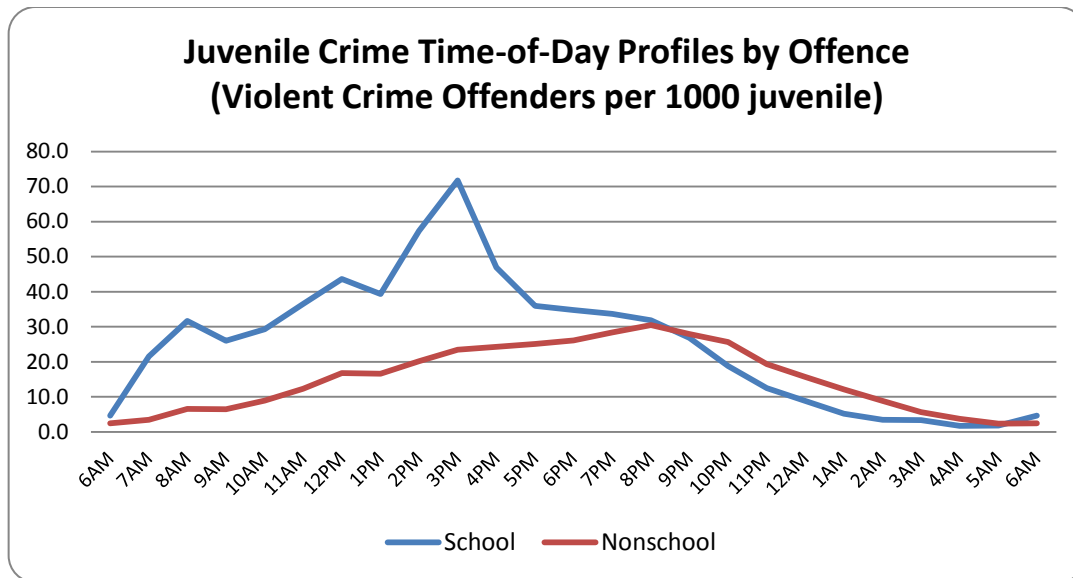


- Violent victimization rates for blacks were 37% higher than those for whites. Hispanics had violent victimization rates 24% higher than whites. Black households were victims of property crimes at a rate 7% lower than whites, and Hispanic household victimization rates were 35% higher than whites.
- Poorer households were much more likely to experience an unlawful entry into their homes (burglary) than wealthier households. However, while wealthier households do not experience burglary as often, they were more likely to be victims of theft, which includes the taking of household items, motor vehicle accessories, or other objects without entry into the home.

**Looking at such statistics shows that age, ethnicity, gender, and economic status are important determinants of who is likely to suffer most from crimes in our communities.**

The focus of the juvenile criminal justice system is to rehabilitate and bring back at-risk youth to a productive and crime-free future life. The juvenile criminal justice system quite rightly focuses more on education, treatment, and counseling programs when compared to the adult criminal justice system. This difference in philosophy makes correctional programs for juveniles more expensive than facilities for adults.

Violent crimes by juveniles occur most frequently in the hours immediately following the close of school on school days. In order to understand juvenile crimes better, one needs to look at patterns that can explain why, how, and when juvenile crime happens. The following chart shows the likelihood of juvenile occurrence during the hours of schools and weekend, when schools are closed.



**Source: National Archive of Criminal Justice Data. National Incident-Based Reporting System, 2008: Extract Files [Computer file], <http://ojdp.gov/ojstatbb/offenders/qa03301.asp?qaDate=2008> Ann Arbor, MI: Inter-university Consortium for Political and Social Research [distributor], 2010-08-13.**

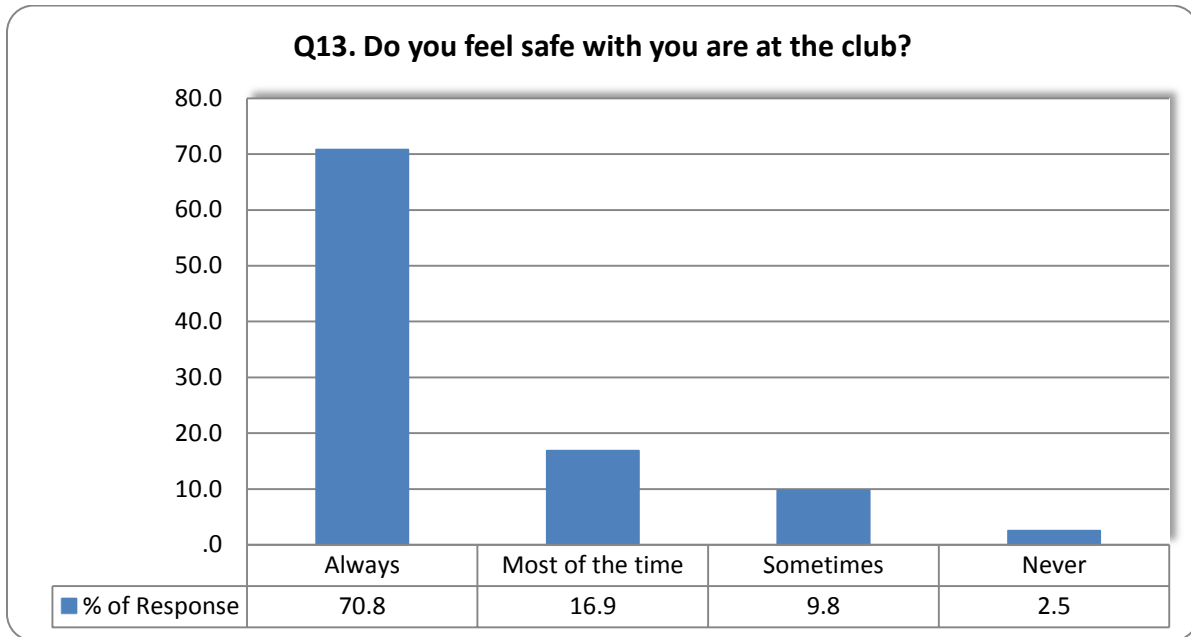
The above diagram illustrates that the rate of crime spikes upwards dramatically with the highest rate of violent juvenile crimes occurring when students leave schools between the hours of 3:00 and 4:00PM. This data demonstrates clearly the acute need for having a safe environment for kids to go to when the school bell rings and they leave school. Fortunately, the Boys & Girls Clubs are available safe haven for youth during these dangerous times of the day.

*“The rate of crime spikes upwards dramatically with the highest rate of violent juvenile crimes occurring when students leave schools between the hours of 3:00 and 4:00PM... Fortunately, the Boys & Girls Clubs are available safe haven for youths during these dangerous times of the day”*

Boys & Girls Clubs in Broward County are a critical asset of juvenile crime prevention in the state. On the most basic and intuitive level, the Clubs reduce crime by taking kids off the streets and placing them in a safe and nurturing environment. In such an environment, they are safe not only from victimization but also from negative influences that can cause them to perpetuate crime. Such a safe haven is critical during the after-school hours when juvenile crime becomes most rampant.

Moreover, the services of the Clubs operate on another level as well. By providing various resources and access to positive role models in the Club staff, the Boys & Girls Clubs are helping these youth develop

the decision-making skills necessary to make the right choices and avoid decisions that will haunt them and the community. In order to understand the positive influence the Clubs can have in keeping youth safe and away from negative influences, our survey to Club members contained the following two qualitative questions:



Given the fact that youth are most at-risk after school, it is important to understand whether youth participating in the Clubs feel safe while they are at the Clubs. A feeling of safety can reflect a sense of security from being victimized or security from negative influences. The results are overwhelmingly positive. Nearly nine out of ten respondents (87.7%) feel safe at the very least most of the time with the vast majority (70.8%) feel safe always. Beyond the simple feeling of safety, it is important that Club members feel good about the adults working at the Clubs.



Some teens become engaged in criminal activity or gangs due to contact with negative role models who encourage destructive behavior. One way in which Boys & Girls Clubs of Broward County may help youth make better choices is by exposing them to positive role models who are good members of the community—such as those who work and volunteer for the Clubs. For role models to be effective, they must be well-liked by Club members. Once again, the results from the Club member survey are promising. The vast majority of respondents (73.3%) indicate that they like the adults working at the Clubs at least most of the time with a significant proportion (42.4%) indicating that they like them always.

Given the intuitive reasons why the Clubs help reduce the likelihood of youth to pursue criminal activity, it is important to measure this impact quantitatively and to understand the related economic impact of this social intervention. First, it is necessary to compare the rate of crime amongst those participating in the Clubs and the general population of youth in the Broward County.

In order to compare the rate of juvenile arrests for those who are Club members with the general population of juveniles in the Broward County, we conducted a survey for the parents of children that attend the program. Our research team decided that parents are a more reliable source than the children themselves in answering this question. We used the results of this survey in order to determine the arrest rate of Club members.



Among the parents who responded to this question we found that 3.0% said that their children had been arrested. This leads us to an arrest rate of 3000 per 100,000 for Club members when compared to the countywide 5051 per 100,000. We then calculate the total number of Club members the age category of 10 to 17 years of age. This was obtained from the data reported in the collective in-house questionnaire provided by the Boys & Girls Clubs of Broward County. According to the information we received 58.5% of the children were in ages 10 and higher. We also learned that 93.7 of the students attend the Clubs at least three times per week (this is the proportion of the children that are most likely to benefit of the Club attendance). Based on the data examined, we found that the existence of the Clubs are likely to save 133 children from being arrested.

**Total Number Saved =  $12099 \times 0.937 \times 0.585 \times 0.02005 = 133$  children saved from being arrested**

**Where:**

- 12,099 is the total number of registered members at Boys & Girls Clubs in Broward County
- 93.7% is the percentage of members who attend the Clubs at Least three time during a regular week
- 58.5% is the percentage of Club members who are between ages of 10 to 17
- 2,005 per 100,000 is the difference between rate of juvenile arrest in Broward County and the members of Boys & Girls Clubs in the county. This ratio translated in decimal values comes to 0.02005.

*“Some 133 youth are saved from being arrested through their participation in Boys & Girls Clubs in Broward County”*

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In order to calculate the total savings that resulted from this reduction in juvenile arrests, we need to have an estimate of the cost related to juvenile arrest and juvenile crimes.

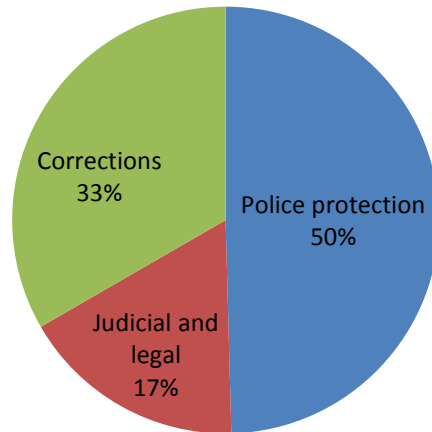
Findings pertinent information that provides a comprehensive and all inclusive cost of crimes and misdemeanor is very complicated and in some respect impossible based on the available information. There is, however, some excellent research done by experts at the US Census in which they used the information available through the states, local governments, and scientific surveys which have been conducted by the US Census Bureau.<sup>22</sup>

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<sup>22</sup> See Bureau of Justice Statistics (BJS) recent publication, 2011 for description of data, mythology of data collection and their definition. <http://www.bjsgov/index.cfm>

According to BJS, the State of Florida spent \$697 per person in 2007. This is considerably greater than the national average of \$633 per person in the same year.<sup>23</sup>

### Percentage of spending on Various Services In State of Florida Criminal Justice System



**Source: Bureau of Justice Statistics, Office of Justice Program, 2011**

As the chart indicates half of the total expenditure in the State of Florida is spent on police protection.

Using the frequency distribution of arrests in the United States as a proxy for the State of Florida and for Broward County we found that according the latest data available for 2009 (data were release in September of 2011) 13.9% of all crimes and misdemeanors were committed by youth between ages of 10 to 17 years of age. The total expenditure on the criminal justice system; comprising of the state, the regional, and the local spending amounted to a total of \$12,685,242,000 (about \$ 12.7 billion).<sup>24</sup>

In order to calculate the cost of criminal justice per arrest as an indicator of what the savings from the prevention of crime may be for those who were fortunate to avoid criminal activities and do not put their and lives of others at risk, we need to find a way to divide the total cost between juvenile and adults committing crimes and misdemeanors.

<sup>23</sup> The highest per person spending on criminal justice belonged to the District of Columbia, which was \$1,313 during the same year of 2007.

<sup>24</sup> See <http://www.bjs.gov/index.cfm>

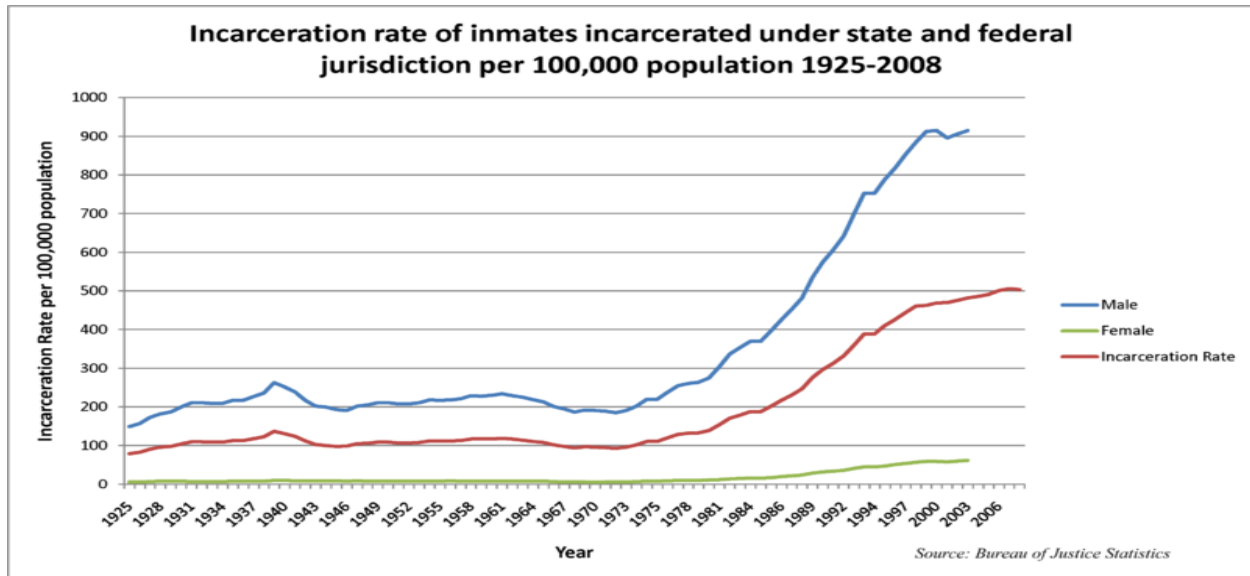
As indicated earlier, the total cost of the criminal justice system in the State of Florida in 2007 reached a total of \$12,685,242,000. In order to reach a reasonable cost per arrest for youth, we need to determine what percentage of this cost belongs to adults and which proportion to youths. It is highly inaccurate to divide this cost based on the percentage of youth arrested compared to adults, for as we know, the state spends far a greater amount on youths than on adults, as the underlining justice philosophy for youths is rehabilitation and a focus on a return to normal life as opposed to isolation and mere punishment. These costs are substantially more than the state cost to house adult offenders, primarily because juvenile facilities have a higher staffing ratio and greater costs for education and rehabilitation programs than adult facilities.

According to the most recent report by Justice Policy institute in 2009 approximately 93,000 young people are held in juvenile justice facilities across the United States. Some 70% percent of these youth are held in state-funded, post adjudication residential facilities, at an average cost of \$240.99 per day per youth. The cost can go even higher due to high expenses of secure detention before trial. A recent document put out by the Florida Association of counties showed that in Broward County the cost increased from \$237 per day in 2007/08 to \$280 per day in 2008/09.<sup>25</sup> The cost of keeping adult is much lower. According a recent report the cost of keeping one inmate in Florida is about 20,553, which suggest a cost per day of \$57. The cost of keeping a juvenile is more than five time.<sup>26</sup>The following chart shows the increase in rate of incarceration and its cost over time.

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<sup>25</sup> See Florida Association of Counties; [http://www.fl-counties.com/Pages/Advocacy/Public\\_Safety/Juvenile\\_Detention.aspx](http://www.fl-counties.com/Pages/Advocacy/Public_Safety/Juvenile_Detention.aspx) 0.

<sup>26</sup> See" The Price of Prison; What incarceration costs taxpayer, Florida", Vera Institute of Justice, <http://www.vera.org/files/price-of-prisons-florida-fact-sheet.pdf>



Source: Bureau of Justice Statistics

As mentioned earlier we employed the overall national ratio of arrest of youth over total arrest and in 2007 this ratio was 13.9%. Nonetheless the cost should not be considered by the same percentage of the total based on the foregoing discussion. At the same time we do not have any detailed information that can be used for dividing the total cost of criminal justice between youth and adult.

We therefore used the proportion of incarceration cost as a guiding criterion for division of cost of criminal justice between adult and youth. One had to bear in mind that the cost in Broward County might be higher than the average and therefore this might present an underestimation of the cost division. For dividing the total cost of criminal justice in the state between the two groups of offenders, we gave a ratio of one to three between proportions of cost of criminal justice to youth versus adults.

This was done on the following reasons:

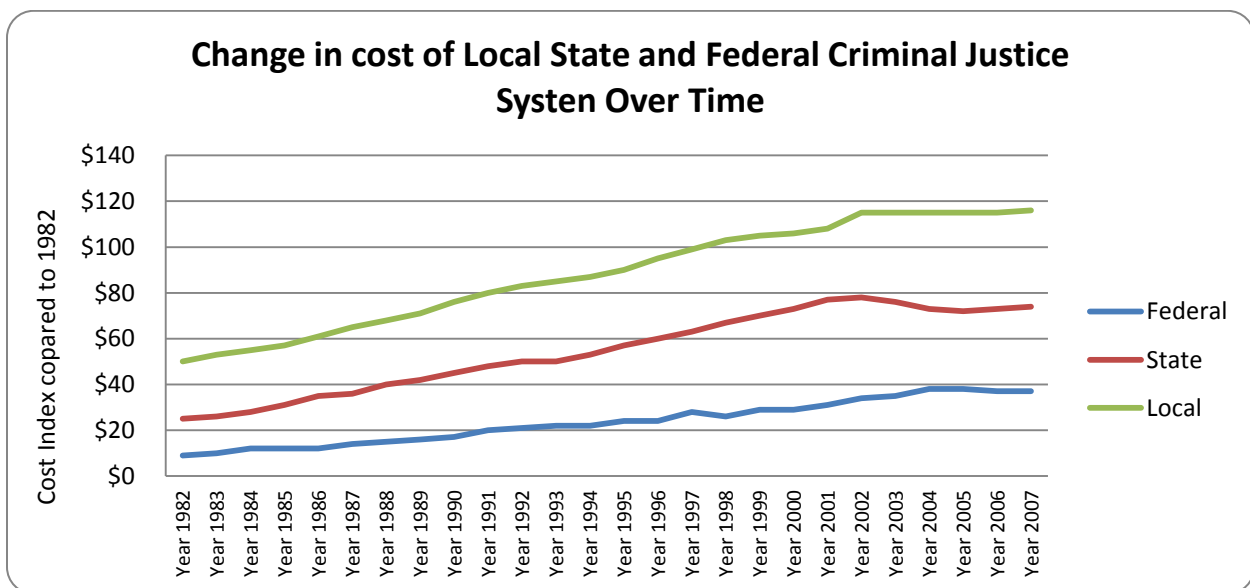
- A higher proportion of youth commit misdemeanors.
- Cost of youth incarceration is at least five times of adult inmates.
- Cost of processing and litigating youth are usually higher than adults because of legal provisions that are in place to help youth to have a better chance of returning to a productive and healthy life. The aim is often focused on rehabilitation than mere punishment.

Using this ratio led us to allocating 33% of the total cost to youth and the remainder to the adult offenders. We then used this ratio to calculate the total cost of criminal justice attributed to youth out



of the total expenditure of \$12,685,242,000. This resulted in an estimation of \$4,186,129,860 that had been spent on youth portion of the criminal justice system in the State of Florida.

In order to arrive at a reasonable allocation of budget to Broward County cost of criminal justice system from state, regional and local spending we used a combination of ratio of population and Juvenile crime index. Broward County has 9.3% of the state population and its juvenile crime index is higher than the state level ( $5051/4825.7 = 1.05\%$ ). We therefore calculated the share of the expenditures on juvenile crimes in total be around  $(.093 \times 1.05 = 9/8\%)$  of the total, which results in  $\$4,186,129,860 \times 0.098 = \$410,240,700$  (about 410.2 million dollars). This is the data for 2007 and although rate of crime decreased over year for most of the years since 2007, we know that the rate of inflation in the cost of criminal justice has been very high. This can be seen in the following chart.



Source: Bureau of Justice Statistics.

We used this information and calculated the weighted average rate of increase per year in real terms (inflation adjusted) for the nation as a whole. This rate came to 5.1% per year. We then added an average inflation rate of 3% (since the increase calculated from the index is change in real term). This brought the number to around 8% annual increase in the cost of criminal justice system nationwide. We used this rate and calculated that the cost of criminal justice for juvenile in Broward County in 2011. This brought the total estimated cost to \$558 million per year, which includes all segments of cost of criminal justice allocated to juvenile cases. The total number of juvenile arrests of all cases in the State of Florida

in 2011 was 87013 cases.<sup>27</sup> Based on the same database the total number of Juvenile arrest in 2011 in Broward County was 8,999. By dividing the total estimated cost of juvenile criminal system of the county to this number the expected cost per arrest is calculated at \$62,007 per arrest. We can now use this information and estimate the positive impact of preventing juvenile crimes and creating substantial saving for taxpayers.

*“The positive, safe, and nurturing environment of Boys & Girls Clubs in Broward County saves the taxpayer \$8,246,931 in reduced criminal justice system spending”*

Total number of juveniles saved from arrest	Estimated annual expected cost of juvenile crimes per person arrested in the Broward County (in 2011)	Total saving per year for the State of Florida due to impact of the Boys & Girls Clubs of Broward County
133	\$62,007	\$8,246,931

**Source: Authors’ calculation, FBI Crime Reports, Bureau of Justice Statistics, Florida Department of Law Enforcement**

The positive, safe, and nurturing environment of Boys & Girls Clubs Broward County saves the taxpayers \$8,246,931 in reduced criminal justice system spending. The estimates may, to some, seem very high. But the fact of the matter is that this in real term is much less than what the actual cost over time might be. This can be better understood when we look at the other cost items that are very realistic and plausible but are not included in the costs of the criminal justice system used in the above calculation. These costs may include:

- **Medical cost:** Paid by victims, families, businesses and government because of injuries suffered due to crime.
- **Stolen and damaged property resulting from crime.** These items often bring a significant additional cost to crimes.
- **Loss of productivity to society:** This could be due to death or medical and mental disabilities resulting from crime.
- **Loss of work time:** By victims of crime and their families.

<sup>27</sup> See Florida Department of Law Enforcement, [http://www.fdle.state.fl.us/Content/getdoc/f9a9be18-68ec-46e9-940e-cf610287416a/CIFAge\\_annual11.aspx](http://www.fdle.state.fl.us/Content/getdoc/f9a9be18-68ec-46e9-940e-cf610287416a/CIFAge_annual11.aspx)



- **Loss of property values:** In neighborhoods with high rates of crime.
- **Pain and suffering of crime victims:** This can occur to their families and friends, as well as communities plagued by crime.
- **Foster care and other social services costs:** This is to provide homes and other services for children of offenders.

The fact is that no one can truly estimate the exact costs listed above as they may change from case to case. Therefore it should be easily accepted that saving 133 juveniles from possible arrests has a monetary value many times greater than the estimate provided in this study.

## 2.4) Development of Healthy Habits at a Young Age

Many people in the United States, including youth, suffer from a lack of exercise and poor nutritional habits, which can often lead to obesity or chronic conditions such as diabetes. These negative lifestyle choices have severe health consequences that reduce one's length and quality of life. While poor health is a serious problem in and of itself, it is important to consider that it also creates economic problems by reducing individuals' economic productivity and increasing public and private healthcare costs. As such, any organization such as the Boys & Girls Clubs that helps to improve nutrition and encourage exercise deserves to be acknowledged for any such positive contributions to the community.

*In 2009, the annual national "cost of obesity [was] \$147 billion and the people who are obese [spent] almost \$1,500 more per year on health care"*

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The Centers for Disease Control and Prevention (CDC) has attempted to quantify the costs imposed on society due to obesity. Research in 1998 found that the costs of obesity were \$78.5 billion nationally ("Economic Consequences" Par.1). Recent studies indicate that these costs have only grown in the last decade and are expected to rise. In a July 2009 press conference, Dr. Thomas Frieden, director of the U.S. CDC, reported that the current cost of obesity is \$147 billion and that people who are obese spend almost \$1,500 more per year on healthcare (Reinberg Par. 2). Research by Kenneth Thorpe of Emory University suggests that if Americans continue current patterns of obesity, the medical expenses of obesity will cost \$344 billion by the year 2018 (Hellmich Par. 1). Based on these calculations, an obese individual will incur an additional \$2,460 in medical expenses each year as a result of such healthcare expenses.

Data on childhood obesity is as troubling. A 2005 research brief by Thomson Medstat Research found that the national cost of childhood obesity in terms of medical costs was \$11 billion for children with private insurance and \$3 billion for those with Medicaid (Par. 4). On a per capita basis, this means that the cost is \$6,700 per obese child on Medicaid and \$3,700 per obese child with private insurance. Accounting for inflation, the national cost for those with private insurance is \$13.13 billion or \$8,000 per capita in 2011. Similarly, in current dollars the cost is \$3.58 billion or \$4,418 per capita for those with Medicaid.

This financial cost is significant and is accounted for by the fact that the likelihood of various medical problems increase with obesity even amongst children. Obese children are, in fact, two to three times more likely to be hospitalized. There is evidence that such hospitalizations are on the rise in recent years. Between 1999 and 2005, the number of hospitalizations for those between the ages of 2 and 19 with a primary or secondary diagnosis of obesity increased twofold from 21,743 to 42,429 per year (Hellmich par. 2). These hospitalizations were for a variety of obesity-related ailments including “asthma, diabetes, gallbladder disease, pneumonia, skin infections, pregnancy complications, depression and other mental disorders” (Par. 3). Not only is hospitalization traumatic for these youths but it is extremely costly given the great expense generally incurred in hospitals.

Given these costs, programs such as those in the Boys & Girls Clubs that encourage healthy habits are vital to the wellbeing of the community. Every single Club which is a part of Boys & Girls Clubs in Broward County, Florida features some sort of program which promotes physical exercise and/or nutritional education. One particularly popular program is Triple Play, a national initiative of the Boys & Girls Clubs of America provided through sponsorship by the Coca-Cola Company. The program has a three-part objective of helping students improve their health and well-being through a focus on mind, body, and soul. Noteworthy components of the program include a “Healthy Habits” curriculum developed in partnership with the U.S. Department of Health & Human Services.

Certain programs such as organized sports leagues are known to provide additional and further health benefits to participants. One study explains that:

“Appropriate and safe youth sports participation can provide a wide range of complementary health-enhancing benefits and gains in health-related fitness... regular participation in organized sports and consequence enhanced health and fitness in youth may have a positive impact on cardiovascular and other measures of health later in life... Sport and competitive-level specific advantages in cardiorespiratory fitness and general

and functional muscular strength, endurance, and power have been shown in boys and girls across a variety of youth sports activities” (Bergeron 2)

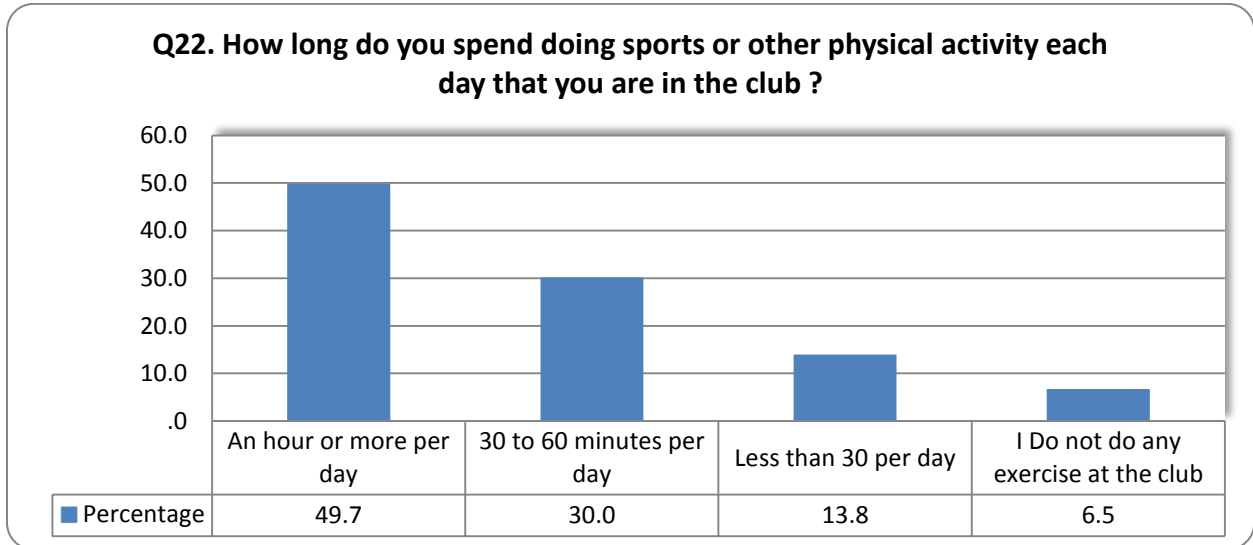
Such research demonstrates that the students participating in athletic programs organized by the Boys & Girls Clubs not only develop better fitness as younger people but are likely to be more fit later in life. Such long-lasting health benefits may help counteract the troubling health and economic consequences of inactivity and obesity.

Improved health and wellbeing is good not only for its own sake. Research has shown that weight loss can yield significant economic benefits by reducing one’s lifetime healthcare costs. Dr. Gerry Oster (et al) conducted a thorough study to measure the economic benefits enjoyed by moderately to severely obese individuals who reduce their body weight by 10%. The study took into consideration the relationship between Body Mass Index (BMI) and conditions such as type 2 diabetes, hypertension, hypercholesterolemia, stroke, and coronary heart disease (CHD); such conditions were the focus of the study since they account for 85% of obesity related medical expenditures (Oster 1536). The study employed a model that considered the risks and costs associated with a certain BMI over the life of the individual in question. The model found that a sustained 10% reduction of BMI would reduce lifetime medical costs by \$2,300 to \$5,300 for men and \$2,200 and \$5,200 for women; the range in question depends on the individual’s age and initial BMI.

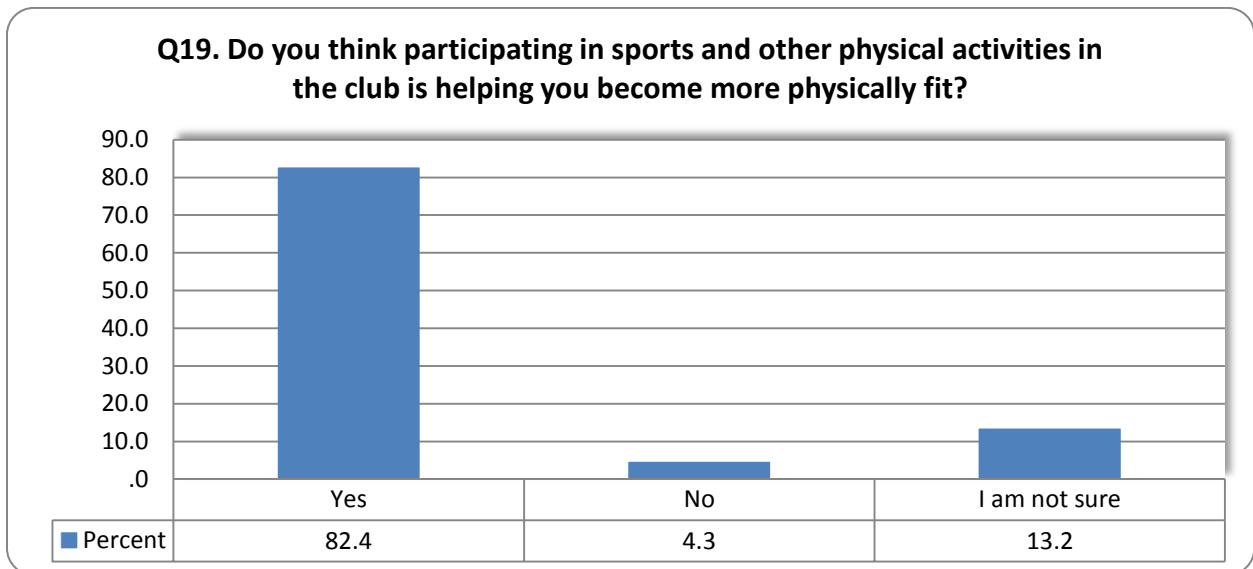
Although the scope of our study did not include a scientifically rigorous pre-post collection of data on Club members’ BMI, there is good reason to believe that the programs offered by Boys & Girls Clubs in Broward County do encourage sufficient physical activity and improved nutrition to create long-term economic savings for the community.

Beyond the Oster study, others have verified the positive economic benefits that can be achieved through lifestyle changes. One study found that reduction of daily caloric, sodium, and saturated fat intake can all result in medical cost savings (Dall 417). For instance, the study calculated that a 100-kcal reduction in caloric intake across the country would reduce national medical expenditures by \$58 billion while a more extreme 500-kcal reduction would reduce such expenditures by \$111 billion (416). It is clear, therefore, that by helping improve lifestyle decisions that the Boys & Girls Clubs within Los Angeles County are creating an economic benefit to the community. The impact of the Clubs is further illustrated in Club member surveys.

In the survey we administered to Club members we included several questions that were designed to determine the impact of the Clubs on their health and nutrition. The results were positive and indicate that the Clubs are helping to improve the lifestyle choices of members.

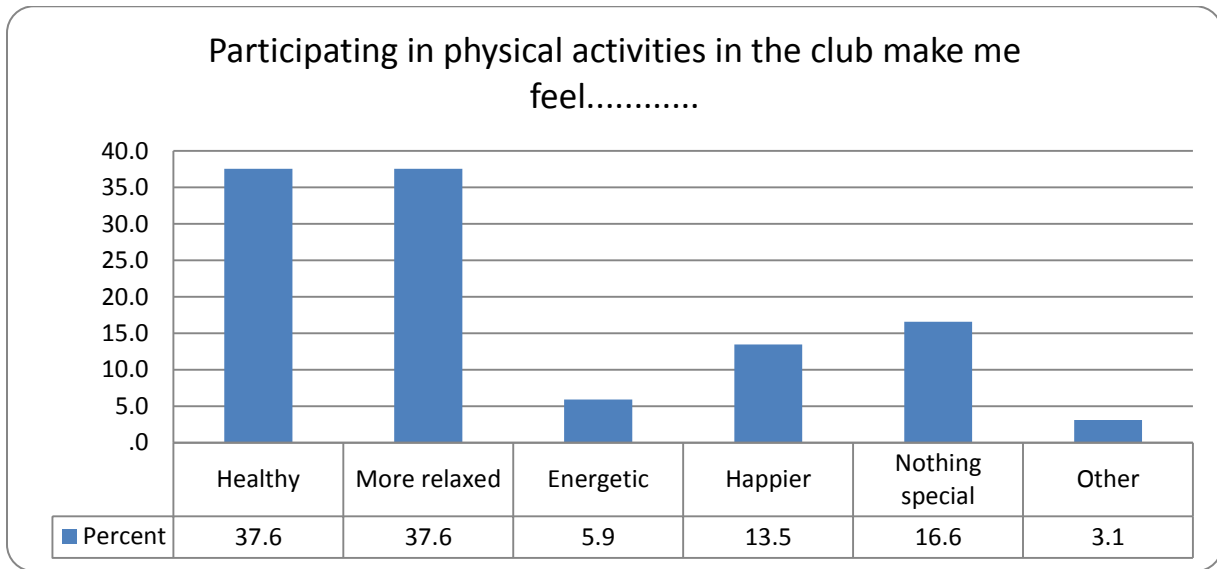


A vast majority of students (79.7%) exercise for at least 30 minutes a day while at the Boys & Girls Clubs. In fact, a majority of 49.7% of respondents report exercising for an hour or more. Such levels of regular, daily exercise are beneficial to the health of Club members. It can ensure Club members avoid the physical inactivity that leads many young people across the country to become overweight or obese.

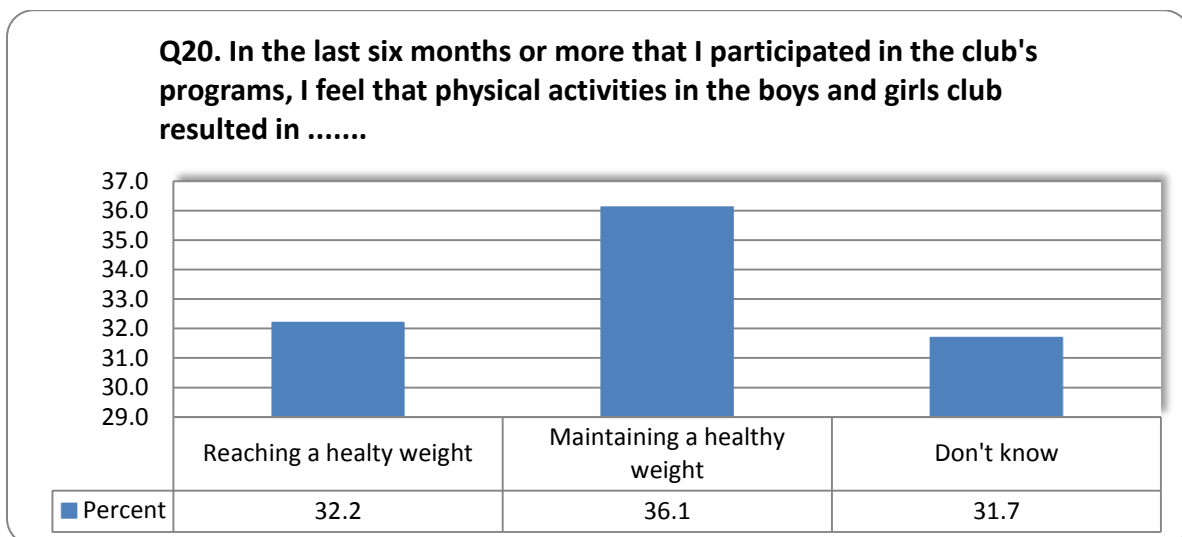


Students also report a widespread belief that such physical activity is making them more physically fit. Some 82.4% believe this statement to be true while an additional 13.2% are uncertain. Only 4.3% of Club members do not believe that physical activities at the Clubs are making them more fit.

The questionnaire contained a variety of question about what members may think or fee about doing exercise while they are in the Club. The following chart presents the findings.



The above chart shows multiple benefits that members fee and reported in the survey.



The above chart is very interesting as it shows that majority of respondents (68.3%) report that their participation in the physical activities of the Clubs helped them to reach or maintain a healthy weight. Taking this ratio and applying it to the total number of Club members show that some 8,264 Club members managed to reach or maintain a healthy weight.

*“With over 8264 youths maintaining or reaching healthy weight through participation in the activities of Boys & Girls Clubs in Broward County, it is clear that the Clubs are helping their members lead healthier and more physically active lives”*

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In addition to these questions, the survey included several other questions designed to determine whether students have reached healthy weight. Such a line of inquiry was adopted since such findings are quite important given the nature of research discussed earlier in this section on the positive economic benefits of weight loss among overweight and obese populations. The results of these questions can be seen in the below table.

Total number of registered Club members	Percentage of Club members who have maintained or reached a healthy weight through participation in the physical activities during the last six months in Boys & Girls Clubs in Broward County	Estimated number of Club members who have maintained or reached a healthy weight through participation in physical activities at the Clubs
12099	68.3%	<b>8264</b>

With 8,264 youth reaching or maintaining healthy weight through participation in the activities of Boys & Girls Clubs in Broward County, it is clear that the Clubs are helping their members lead healthier and more physically active lives. Given the epidemic of obesity and inactivity that is crippling this nation’s youth; such a program is particularly worthwhile.



## 2.5) Benefiting from Reductions in Substance Abuse

Tragic social and economic problems result from the use of alcohol by youth. Underage drinking is a causal factor in a host of serious problems, including: homicide, suicide, traumatic injury, drowning, burns, violent and property crime, high risk sex, fetal alcohol syndrome, alcohol poisoning, and the need for treatment for alcohol abuse and dependence.

Underage drinking cost the citizens of Florida \$3.5 billion in 2010. These costs include medical care, work loss, and pain and suffering associated with the multiple problems resulting from the use of alcohol by youth.<sup>28</sup> This translates to a cost of \$2,156 per year for each youth in the State or \$3.62 per drink consumed underage. Excluding pain and suffering from these costs, the direct costs of underage drinking incurred through medical care and loss of work cost Florida \$1,524 million each year or \$1.58 per drink. In contrast, a drink in Florida retails for \$1.13.<sup>29</sup> We can adjust the cost to 2012 prices by using a 3% rate of inflation and the total amounts to 3.71 billion dollars in 2012 price level. Using the same method of adjustment the cost per youth at 2012 prices will be \$2,237 per youth per year.

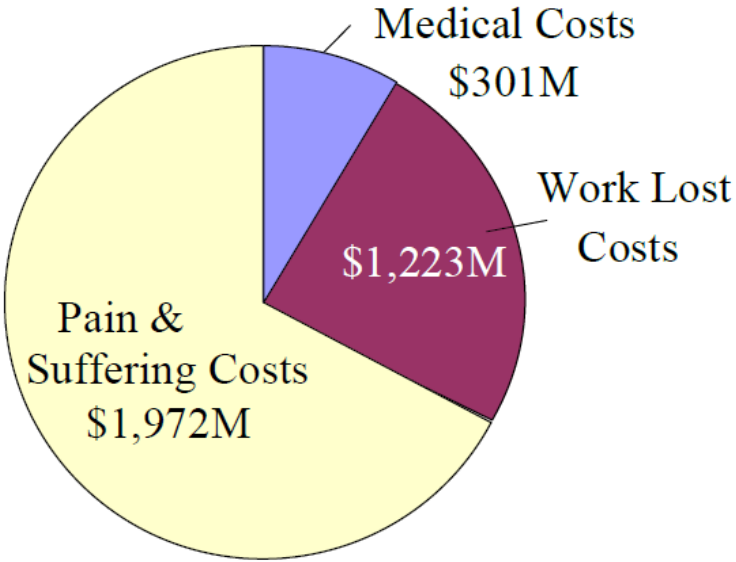
The following chart shows the breakdown of cost of youth underage drinking into its various components.

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<sup>28</sup> Based on the study by Levy, D.T., Miller, T.R., & Cox, K.C. (2003). Underage drinking: societal costs and seller profits. Working Paper. Calverton, MD: PIRE.

<sup>29</sup> See <http://www.udetc.org/factsheets/NJ.pdf>

**Costs of Underage Drinking  
United States, 2010 \$**



**Total: \$3.5 billion**

Source: Pacific Institute for Research and Evaluation, 2010

## Costs of Underage Drinking by Problem, Florida, 2010 \$

<b>Problem</b>	<b>Total Costs (in millions)</b>
Youth Violence	\$2,121.5
Youth Traffic Crashes	\$458.1
High-Risk Sex, Ages 14-20	\$263.5
Youth Property Crime	\$386.6
Youth Injury	\$108.8
Poisonings and Psychoses	\$31.1
FAS Among Mothers Age 15-20	\$54.6
Youth Alcohol Treatment	\$71.9
<b>Total</b>	<b>\$3,496.0</b>

**Source: Pacific Institute for Research and Evaluation, 2010**

The table presents a breakdown of the cost of teenage drinking by problems and sheds light on a deeper concern that many have in the community and is evident in the types of problems listed. It connects the dots between underage drinking and a host of social and economic problems that we experience in many communities around the country.

Youth violence and traffic accidents attributed to alcohol use by underage youth in represent the largest costs for the state. Indeed the combined cost of youth violence and traffic accidents amounts to 74% of total cost of underage drinking in the State Florida. However, a host of other problems contribute substantially to the overall cost.

Research shows that young people who begin drinking before age 15 are four times more likely to develop alcohol dependence and are two and a half times more likely to become abusers of alcohol than those who begin drinking at age 21.<sup>30</sup>

<sup>30</sup> For more information see Grant, B.F., & Dawson, D.A. (1997). Age at onset of alcohol use and its association with DSM-IV alcohol abuse and dependence: Results from the National Longitudinal Alcohol Epidemiologic Survey. *Journal of Substance Abuse* 9: 103-110.

Underage drinking is widespread in Florida. Approximately 708,000 underage customers in Florida drink each year. In 2009, Florida students in grades 9-12 reported.<sup>31</sup>

- 23.3% had their first drink of alcohol, other than a few sips, before age 13.
- 40.5% had at least one drink of alcohol on one or more occasion in the past 30 days.
- 21.1% had five or more drinks of alcohol in a row (binge drinking) in the past 30 days.
- 4.9% had at least one drink of alcohol on school property in the past 30 days.

In 2009, underage customers consumed 9.5% of all alcohol sold in Florida, totaling \$1,095 million in sales (in 2010 dollars). These sales provided profits of \$536 million to the alcohol industry.<sup>32</sup> Ranking states based on the percentage of alcohol consumed underage, with 1 the highest, Florida ranked number 48. This percentage is affected by both adult and youth drinking levels.

Annual sales of alcohol consumed by youth in Florida averaged \$1,546 per underage customer. Underage customers were heavier consumers than adults. They drank an average of 3.7 drinks per day; in contrast, legal customers consumed only 1.8.

These statistics indirectly demonstrate the overall cost of underage drinking in the State of Florida and henceforth in the Broward County. However, it is very difficult to assign the cost based on the CDC Youth Risk Behavior Survey in a clear and objective manner. This difficulty arises from several observations. The first issue is that risky behaviors are wrong regardless of the degree of the risk. In other words, each time a 9<sup>th</sup> grade student drinks, there is a cost no matter how low the overall level of alcohol consumption. If we accept the validity of such an argument, we must assign a cost whenever an underage youth drinks. While this argument may have certain elements of relevance, it is hard to apply it with such a level of severity. It is necessary to establish some standards and threshold for defining what level of abuse constitutes a level that causes the cost associated with substance abuse among various groups of youth. We should establish and apply levels of high risk with which we can identify

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<sup>31</sup> Center for Disease Control (CDC). (2011). Youth Risk Behavior Surveillance System (YRBSS). Available [On-line]: <http://apps.nccd.cdc.gov/youthonline/App/Default.aspx>.

<sup>32</sup> Levy, D.T., Miller, T.R., & Cox, K.C. (2003). Underage drinking: societal costs and seller profits. Working Paper. Calverton, MD: PIRE.

frequent users and assign the cost to them compared with other users that register a much lower level of use. This is a task that requires the expertise of a public health professional or criminologist.

There is insufficient in-depth research on the impact of substance abuse on adolescents. The California Attorney General's Office conducted a study into this matter in 2007 with the help of the Department of Education and Department of Alcohol and Drug Abuse.<sup>33</sup> The authors of the aforementioned study argue that the field of adolescent substance abuse research has long been challenged by the lack of a clear consensus on how to define heavy use, misuse, or abuse. These are relative concepts. For example, some people consider any recreational drinking by youth to be "abuse" solely by virtue of its illegality. Complicating the determination of abuse among youth is the delay in the development of persistent adverse physiological consequences that are typically used to identify abuse and dependency. For example, alcoholism is difficult to define for any population and it is found rarely among young people when measured by adult criteria. They argue that frequency rates, such as daily and weekly use, are helpful in identifying heavy users, but can by themselves be misleading because they overestimate the potential harm to young people who may use often, but in small amounts. This is especially a problem with alcohol (e.g., a small glass of wine might be consumed once a week with the family meal). Therefore, measures that combine frequency and level of use are more useful. Assessment of heavy drug use is even more complex because it is harder for users to gauge the amount consumed per session (the concentration of active ingredients in illegal drugs varies widely).

In an effort to determine the level of alcohol misuse, Ellickson et al. (1996) utilized a panel of ten experts to provide guidance. Most of the panel felt that frequency and quantity should be considered together in determining misuse, and there was a consensus that experiencing use-related problems or engaging in certain high-risk behaviors once or twice in the past year constituted misuse. However, there was disagreement over what the cutoffs should be. Therefore, they looked at a range of definitions with different cutoffs.<sup>34</sup>

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<sup>33</sup> See Gregory Austin, Ph.D., Rodney Skager, Ph.D. , Jerry Bailey, M.A., and Scott Bates, Ph.D. Tenth Biennial California Student Survey 2003-2004 Heavy Alcohol and Drug Use, Jointly sponsored by California Attorney General's Office California Department of Education and Department of Alcohol and Drug Programs, 2007

<sup>34</sup> See Ellickson et al., "Does Alcohol Advertising Promote Adolescent Drinking? .... Associations Between Drug Use and Deviant Behavior in Teenagers, 1996

In most studies, four types of data are used typically to estimate heavy use: (a) high-risk patterns of use; (b) use-related problems; (c) dependency-related experiences; and (d) cessation-related efforts. Some behaviors are intrinsically risky and associated with abusive patterns. For example, two common demarcations of heavy drug use are: (a) frequent use of marijuana (once per week or more often); and (b) any use of other “hardcore” illicit drugs (e.g., methamphetamines), because they are more dangerous and less socially acceptable and available, thus indicating a greater level of drug involvement.

For example, even small amounts of alcohol may produce feelings that are interpreted as drunkenness by people who may have never actually been “drunk” as defined by their blood alcohol content or mental and physical changes. Still, the rate of occurrence may help to distinguish the naïve from more seasoned. Students were also asked if they had ever experienced acute adverse pharmacological effects associated with consuming too much (e.g., blacking out, memory loss).

Heavy users typically engage in polydrug use, which is defined as using two or more substances (excluding tobacco) at the same time in the past six months (e.g., alcohol and marijuana). Polydrug use is considered particularly risky because of the possible synergistic interactions that may result when different drugs are used together. It may produce unpredictable combined pharmacological changes in users for which they are not mentally prepared or emotionally mature enough to handle.

Another potential indicator of heavy involvement is using drugs or alcohol at school or during the school day. An inability to forego use during school, despite the inherent risks, suggests a level of involvement that may reflect psychological and/or physiological dependency, as well as disengagement from school. Even if adolescents do not think they will get caught, it is high-risk behavior in any case, due to the potential ramifications of getting caught, and the adverse pharmacological effects on learning are indisputable.

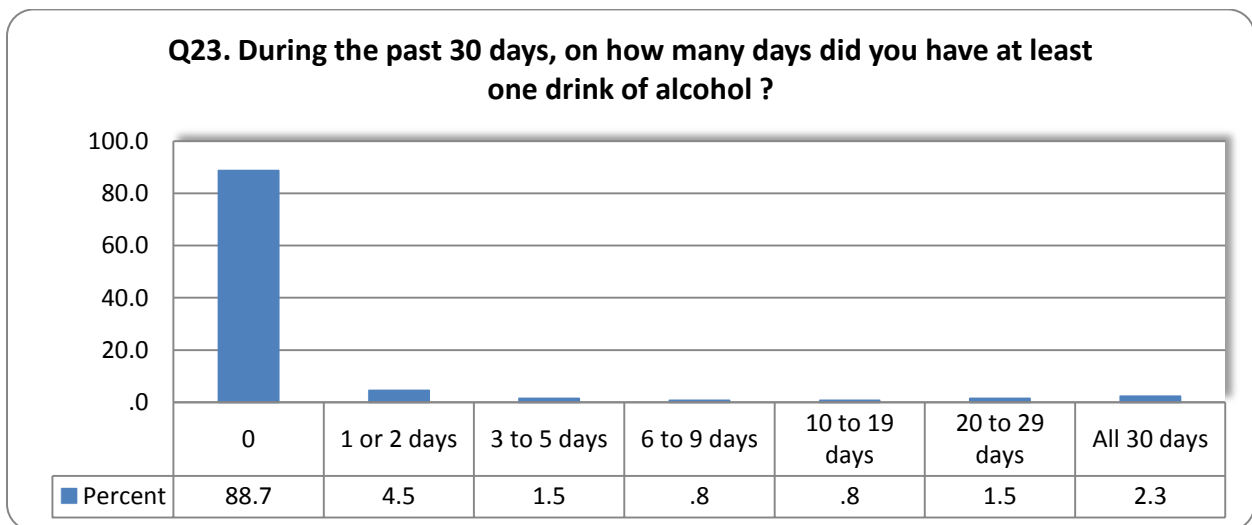
A second common criterion for assessing the level of heavy use is to define it in practical terms of problem intervention: those students who manifest that use have become detrimental to themselves, others, and society and, therefore, warrant services to reduce or stop that use. This is known as use-related problems indicating heavy substance abuse.

A third area of measurement relates to indicators suggesting dependency or a high level of involvement in a substance-use lifestyle. Another criterion for dependence in the DSM-IV (*Diagnostic*

and *Statistical Manual version IV*) is a persistent desire or unsuccessful efforts to cut down or control substance use.<sup>35</sup>

Not all the surveys used allow for all three areas of estimating heavy use and long-term problems that may come from youth substance abuse and our survey did not explore the issue of youth substance abuse in such a detailed manner. Nonetheless, it is important to know that detecting and arguing objectively about youth substance abuse does require a much higher level of scrutiny and refined research before going ahead and allocating monetary costs to youth saved through intervention of the Boys & Girls Club and others as control groups in their communities at large.

Finally, we compared the findings of our survey and what is obtained from asking the same questions from the same group of youth in the State Florida in order to be able to estimate the economic benefit of attending the Boys & Girls Clubs with regard to reduction of the cost of substance abuse. We used the latest available findings for the State Florida based on the CDC’s latest findings. The following charts show some of the most important findings of our survey of members.

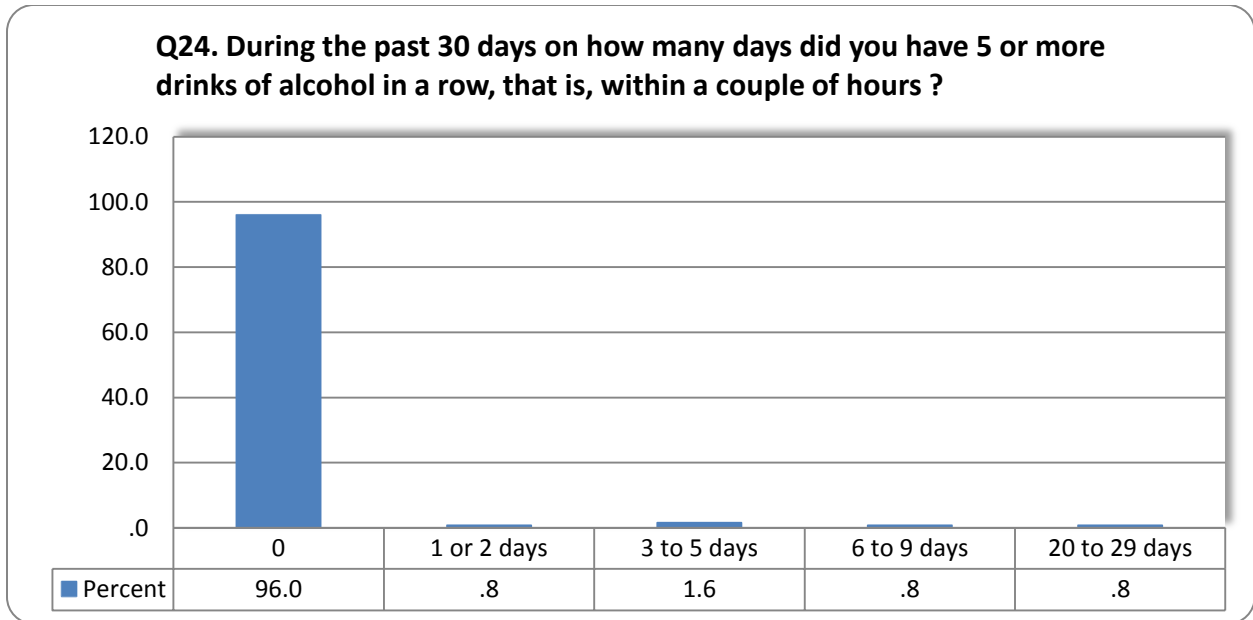


The outcome presented by this graph shows that 11.3% of the respondents said they had one or more drinks during the last 30 days.

<sup>35</sup> For more information see [http://en.wikipedia.org/wiki/Diagnostic\\_and\\_Statistical\\_Manual\\_of\\_Mental\\_Disorders](http://en.wikipedia.org/wiki/Diagnostic_and_Statistical_Manual_of_Mental_Disorders)

The outcome of CDC survey for the State of Florida in 2011 indicates that 37.0% of respondents to the same question had at least one drink 30 days prior to the time of the survey. This creates a gap of nearly 26.7% which shows a remarkably better behavior among the Club members (at a ratio of more than 1 to 3). This shows that registered members of the Boys & Girls Clubs in Broward County are doing far better than the average youth in the state of Florida.

On the issue of binge drinking, the outcome from our survey shows the following.



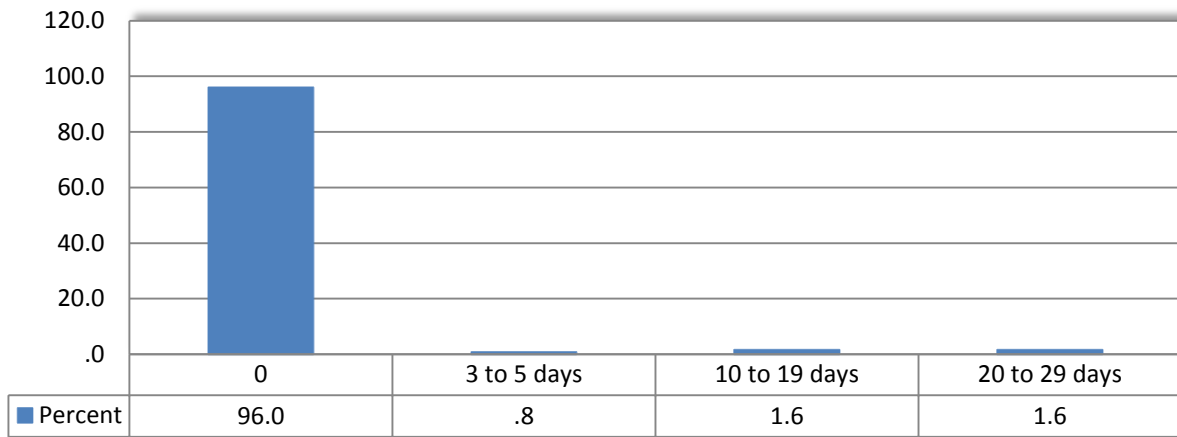
Our survey shows that 8.3% had at least one occasion of binge drinking during the last 30 days, whereas the state level was as high as 19.1%. Again, the rate among the Club members was much lower (far less than half of the level within the state).

These comparisons clearly indicated that the behavior of Club members is far better than that of the other kids in the state. Our findings also strongly confirm that the findings for youth in Boys & Girls Clubs of Broward County show a far less level of alcohol abuse than their peers within the state.

We made the same statewide comparison between the findings of our study with regard to use of tobacco. The following exhibits present what we discovered from our Club members' surveys.

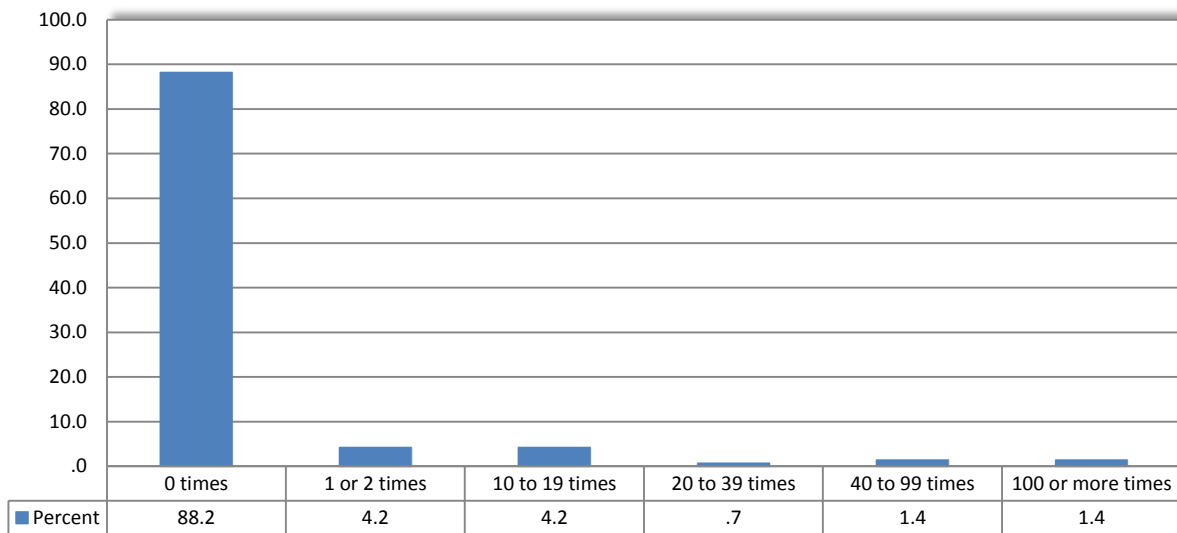


**Q25. During the past 30 days, on how many days did you smoke a cigarettes?**



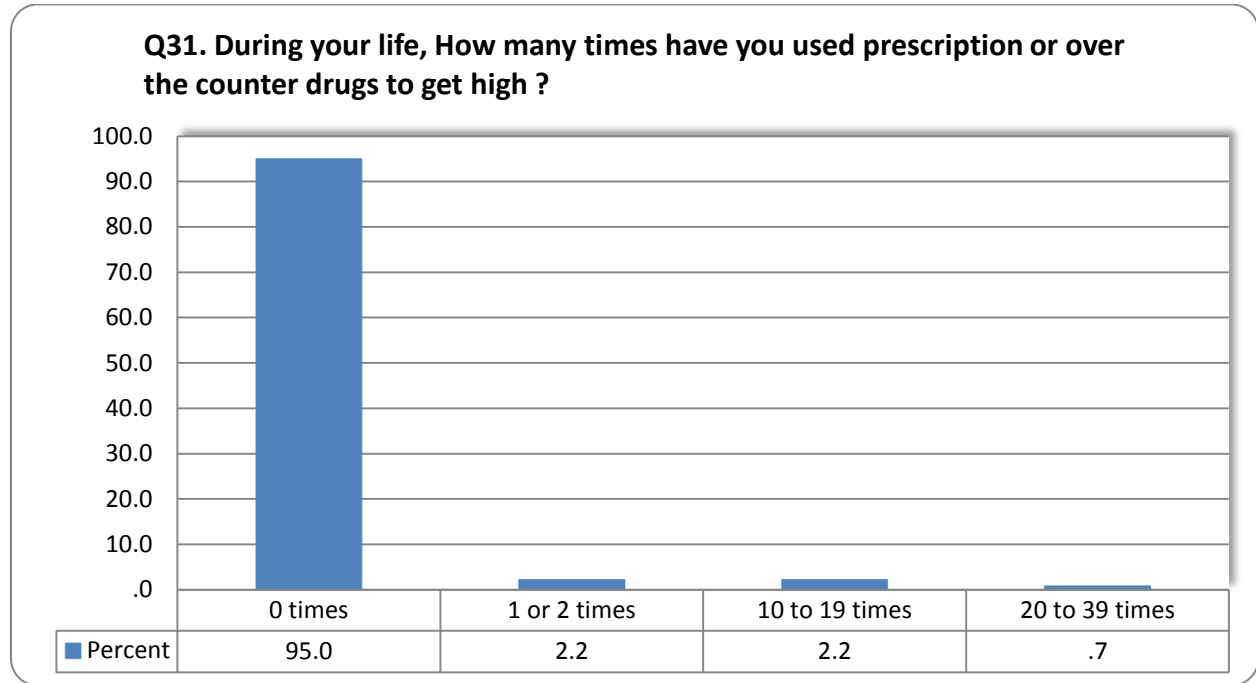
Our survey shows that only 4.0% of the respondents had smoked at least one day during the last 30 days. The statewide average for the same question in 2011 was 14.3%. Once again, the performance of the Club members was better than the state with regard to those who smoked cigarettes (far less than a third compared with the state level).

**Q27. During your life, how many times have you used marijuana ?**



The above chart shows that 11.8% of Club members have never tried marijuana in their lives. The response rate for the state was much higher. The response at the state level was 39.1%. This shows

that the Club members were doing more than three times better than their peer groups within the state.



We also asked Club members about the use of prescription drugs. According to our survey, 5.0 % of the Club members tried it at least once in their lifetime. This rate at the state level was 15.0%. This shows the Club members were using this drug at a rate equal to a third of the state level.

The survey of drug use and its comparisons clearly shows that youth in the state of Florida in every category use drugs that there are comparative data at the state level, drink alcoholic beverages and tobacco in much greater proportion than those who attend the Boys & Girls Clubs in the Broward County.

Finally, we need to make some basic assumptions about how the cost of substance abuse among the Club members compares with that of their peers statewide. The obvious point is that Club members show a much lower tendency to abuse substances, particularly tobacco, marijuana, and alcohol; the abuse of these substances is the cause of much of the economic cost of substance abuse by youth in the State of Florida. In most of these cases, the ratio of Club members’ abuse rate was less than a third of the state level. We therefore argue that the cost born by youth between ages of 8 to 18 per person is more likely to be three times of those who have been going to Boys & Girls Clubs in Broward County.

This ratio may be considered arbitrary and, to some extent, this argument has some validity as explained throughout the current section. However, it is also correct to say that the tendency to abuse substances in the general youth population is at least three times what it is among the Club members based on the findings of our survey.

Earlier on, we showed that the approximate cost of underage drinking is about \$3.71 billion in the State of Florida in 2012 or \$2237 per youth. Our argument is that the average cost of a drinking problem per Club member in that age category is a third of this amount, or \$745 per person, in the age group of 10 to 20 years old. This suggests a savings of \$1,492 per youth 10 to 20 years of age as the positive economic impact of the Clubs in Broward County.

The total number of Club members in this age category (for the Clubs we added the number of Club members from age 10 to 19) was 59.9% of the total registered members. Bearing in mind that only 93.7% of the registered members attend the Clubs three or more times a week based on our survey, the total number of youth affected by this positive impact will amount to **12,099 x 0.937 x 0.595 = 6781** youth. Using a savings of \$1,492 per youth in this age category, we calculated a **total positive saving in terms of \$10,117,252** for all the impacted members of the Clubs.

Cost of underage drinking per youth aged 10 to 20 per year in the state of Florida in 2012	Cost of underage drinking based on our findings per Club member per year in the same age group	Savings per youth of the same age category per year due to impact of Boys & Girls Clubs	Total number of Club members between ages 10 to 19	Total savings due to better youth behavior and habits regarding underage drinking among Club members
\$2237	\$745	\$1,492	6781	\$10,117,252

Ideally, we need to add to this amount the savings that can come from better behavior towards the use of tobacco, marijuana and other drugs. Unfortunately there was no hard data based on current research that we could use to establish a convincing ground and basis for such calculations. Our survey clearly indicated that Club members have better behavior towards the use of both tobacco and marijuana. Most of the harm of tobacco usage comes in advanced age and much of the cost of drug abuse is born out of higher legal costs that we have taken into account through the cost of juvenile crimes in the earlier part of our study. There is, however, a much greater cost associated with drug abuse in terms of health cost and loss of productivity that we could not gather and allocate with some level of accuracy to the juvenile segment of the total cost of substance abuse. We can therefore clearly

state the savings calculated in our study is a fraction of the savings that Boys & Girls Clubs in Broward County create with regard to substance abuse through their performance and their positive impacts on their members and families.

### **3) Economic Impact of Clubs to the Broader Community**

Although Club members arguably derive the greatest benefit through their relationship with The Boys & Girls Clubs, other stakeholders are impacted as well. This section of the report documents the benefits these additional stakeholders receive. The benefits are as follows:

- Parents are able to work and study while their children receive high-quality supervision at the Boys & Girls Clubs.
- For-profit companies, employees, organizations, and institutions in the county providing goods and services to the Clubs generate regional output, jobs, and tax revenue for the county and state.
- The community benefits from the productive capacity and output of volunteers donating their labor to Boys & Girls Clubs in Broward County.

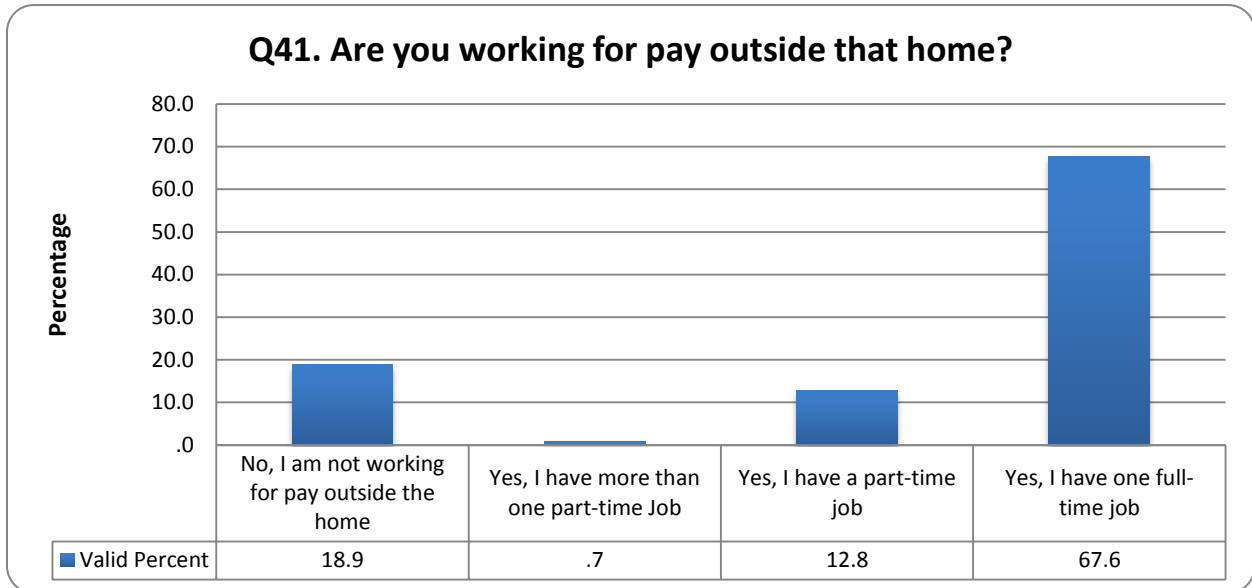
Beyond Club members, parents derive the most from the Boys & Girls Clubs. When the typical school day ends, many parents are still working to earn a living or pursuing their own education and investing in their future productivity. By providing a safe environment and supervision for their children, the Clubs help these parents provide for their families. Simply put, the Clubs help parents increase their earnings. The monetary value of these increased earnings is calculated in this section of the report.

The budgetary expenditures and productive labor of volunteers working for Boys & Girls Clubs in Broward County create regional output, jobs, and tax revenue across the state. The research team for this study developed input-output models to calculate these economic impacts of Boys & Girls Clubs in Broward County. A summary of the calculations developed through this model are presented in this section of the report.

#### **3.1) Ability of Boys & Girls Clubs to Help Parents Work and Go to School**

The positive influence of the Boys & Girls Clubs is not limited to the children that they serve directly. The Clubs also have an immense impact on the lives of parents who are working and pursuing an education. Many child-care services are cost-prohibitive for the families served by the Clubs. Without access to a safe, high-quality facility for their children, many parents would be faced with a tough decision: they would either have to stop working to care for their children or they would have to risk leaving their children without supervision after school.

The degree to which this is an important decision for parents is illustrated in the following diagram:



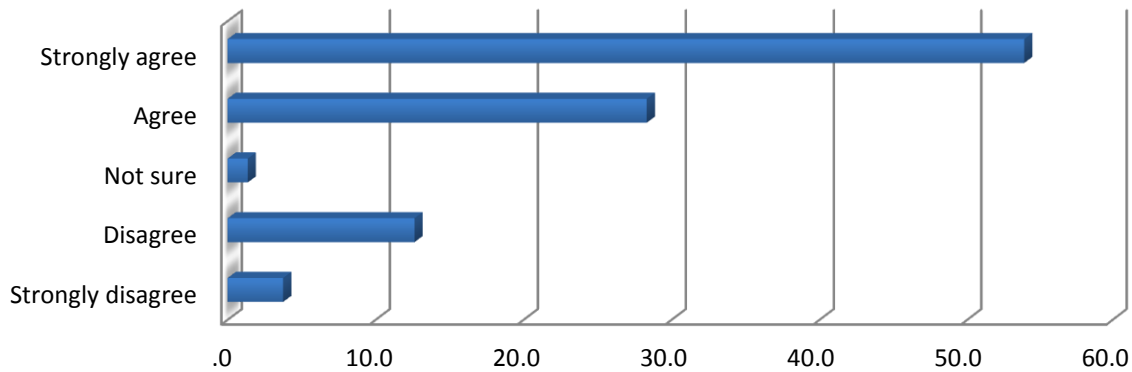
As the data from surveys distributed to parents demonstrates, the Clubs serve working parents who are likely to need after school supervision for their children. The majority (67.6%) have a full-time job while an additional 13.5% of parents have one or more part-time jobs. This data indicates that Boys & Girls Clubs in Broward County are primarily serving the children of working parents.

By allowing parents to leave their children in a safe, supervised environment, the Clubs are enabling such working parents to be more productive members of the community. The Clubs, subsequently, must receive the necessary recognition for the positive impact this has had on the community. In order to better understand and quantify this benefit, the survey distributed to parents included several questions designed to understand the role the Clubs have in allowing them to work and/or further their education (which in turn will make them more productive members of the workforce in future years).

***“Boys & Girls Clubs in Broward County are primarily serving the children of working parents”***

The first question from the survey which we will consider asked parents whether sending their child(ren) to the Clubs “enables me [them] to keep my [their] job.” The strong wording of this question was specifically designed to get as clear as possible about the direct relationship sending their child(ren) to the Club has on their ability to keep their job. The results are as follows:

**Q27. Sending my child(ren) to this club enable me to keep my job**

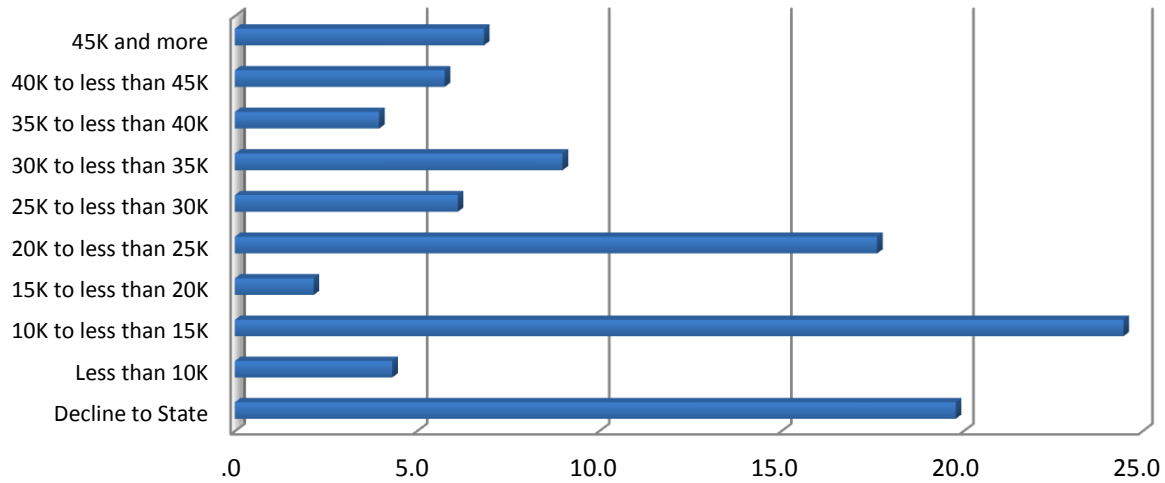


	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
Valid Percent	3.8	12.6	1.4	28.3	53.9

The survey responses indicate that 53.9% of parents strongly agree while an additional 28.3% agree that sending their child(ren) to the Club enabled them to keep their job. While there is a case to be made that both of these groups of parents have been able to keep their job as a result of the Clubs, we will only consider the 53.9% who strongly agreed with the statement. Due to their strong agreement, it is reasonable to assume that without the Clubs these individuals would not be able to keep their work. Based on this, we will calculate the monetary benefit created by having these parents remain in the workforce.

In order to calculate the monetary benefits we need to calculate the average salary of the parents who have benefited from the services of the Clubs. We used the response of parents to the questions about their level of annual salary. The outcome can be seen in the following chart.

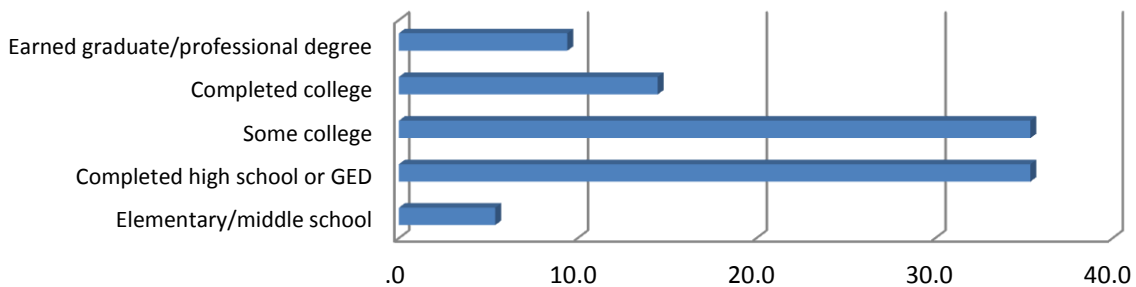
### Q45. What is your individual annual income ?



	Decline to State	Less than 10K	10K to less than 15K	15K to less than 20K	20K to less than 25K	25K to less than 30K	30K to less than 35K	35K to less than 40K	40K to less than 45K	45K and more
Valid Percent	19.8	4.3	24.5	2.2	17.6	6.1	9.0	4.0	5.8	6.8

We used the information in the table and calculated the weighted average salary by using the simple mean salary in each group as the salary for that group. We also used the mean value of the entire group as the salary for the group who declined to give an answer to this question. We used the information from our survey and calculated the weighted average salary of parents. The average salary of parents was estimated at \$23,469. This salary without a doubt is an underestimation of the responding parents.

### Q44. What is the highest level of education that you have completed?



	Elementary/middle school	Completed high school or GED	Some college	Completed college	Earned graduate/professional degree
Valid Percent	5.4	35.4	35.4	14.5	9.4



However, a majority of responding parents were mothers and some worked part-time and there is a considerable gender based salary/wage gap within the nation, which in part explains the lower estimation of average salary. We can therefore confidently say that our calculation of the positive impact of the Boys & Girls Clubs of Broward County is an underestimation of its true impact.

The next step in this analysis is to consider the number of parents who receive this benefit. According to the in-house information the Clubs serve 9,821 families. We also know that 53.9% of parents strongly agreed that having Clubs enabled them to keep their jobs and be able to work. We used these numbers to calculate the impact that Clubs have on ability of parents to earn income and support their families. The calculation can be seen in the following table.

<b>Total number of families served by Boys &amp; Girls Clubs of Broward County</b>	<b>Percentage of parents who strongly believe that Boys &amp; Girls Clubs Broward County enable them to keep their job</b>	<b>Total number of parents who are able to work due to the Boys &amp; Girls Clubs in Broward County</b>	<b>Average annual salary of those keeping their jobs due to Boys &amp; Girls Clubs in</b>	<b>Total annual earnings generated by parents due Boys &amp; Girls Clubs in</b>
9821	53.9%	5294	\$ 23,469	\$ 124,244,886

By enabling 5,294 parents to work and earn on average \$23,469 per year, Boys & Girls Clubs in Broward County are enabling these parents to generate \$124,244,886 in additional annual earnings for their families. This is a tremendous service that sustains a great deal of economic activity across the county. Without the Clubs, these parents would be unable to earn this income. Their families and their communities would be poorer without the Clubs. This staggering figure shows the vital role that institutions like the Boys & Girls Clubs play in helping families to be economically productive while simultaneously not compromising the wellbeing of their children. It is important to realize that the wellbeing of these families benefits the entire society through reduced burdens on taxpayers for social programs. Beyond the benefit for taxpayers, these individuals and families are able to be more successful and enjoy a better quality of life. Furthermore, there is a secondary impact through indirect and induced economic impact through the income generation that could be imputed through detailed

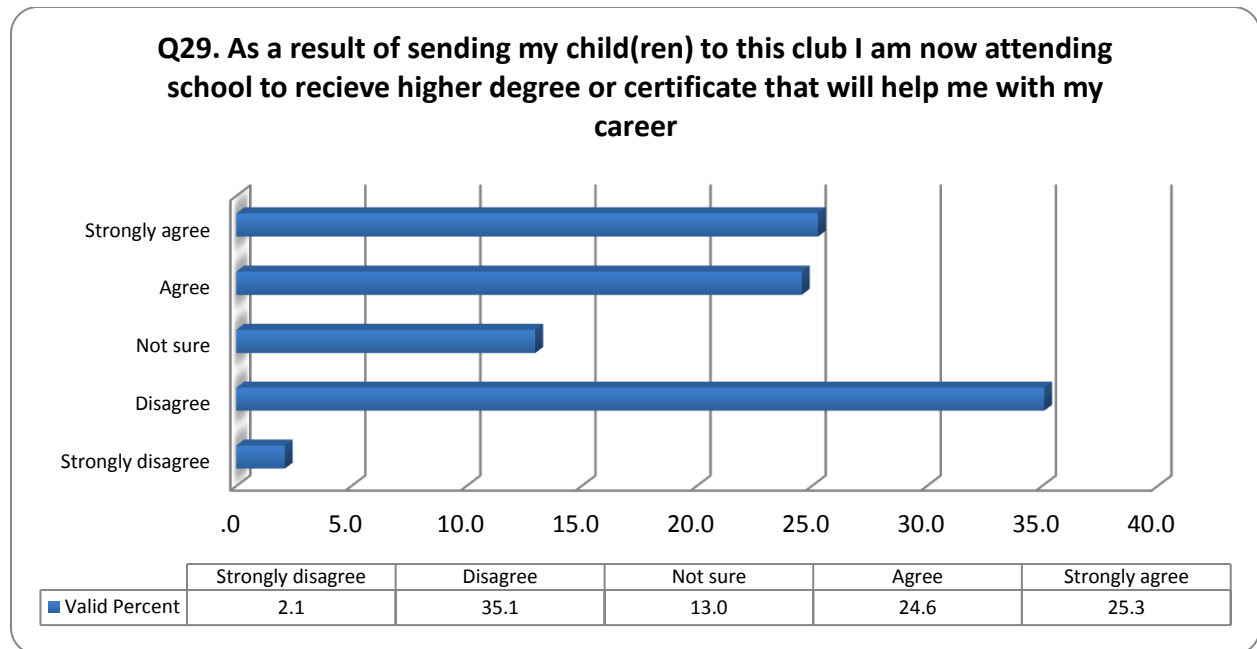
input-output analyses, which we will not be pursuing in order to avoid any possible argument that may be brought against such calculation. We prefer to be on a more conservative side of our estimation.

*“By enabling 5294 parents to work and earn on average \$23,469 a year, Boys & Girls Clubs of Broward County are enabling these parents to generate \$124,244,886 Countywide”*

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Beyond helping parents pursue work, the Boys & Girls Clubs are also helping some parents to further their education. While some parents need to work during after-school hours, others are pursuing a higher degree or certificate that will help them with their career. Such education will ultimately allow them to become more productive members of the workforce. Without the Clubs, this improved productivity would not be possible. By helping these parents further their education, the Clubs are helping create a long-term investment in the region’s workforce.

In order to determine the scale of the Boys & Girls Clubs impact in this area, the parent survey included the following question designed to understand how many parents derive this benefit from the Clubs:

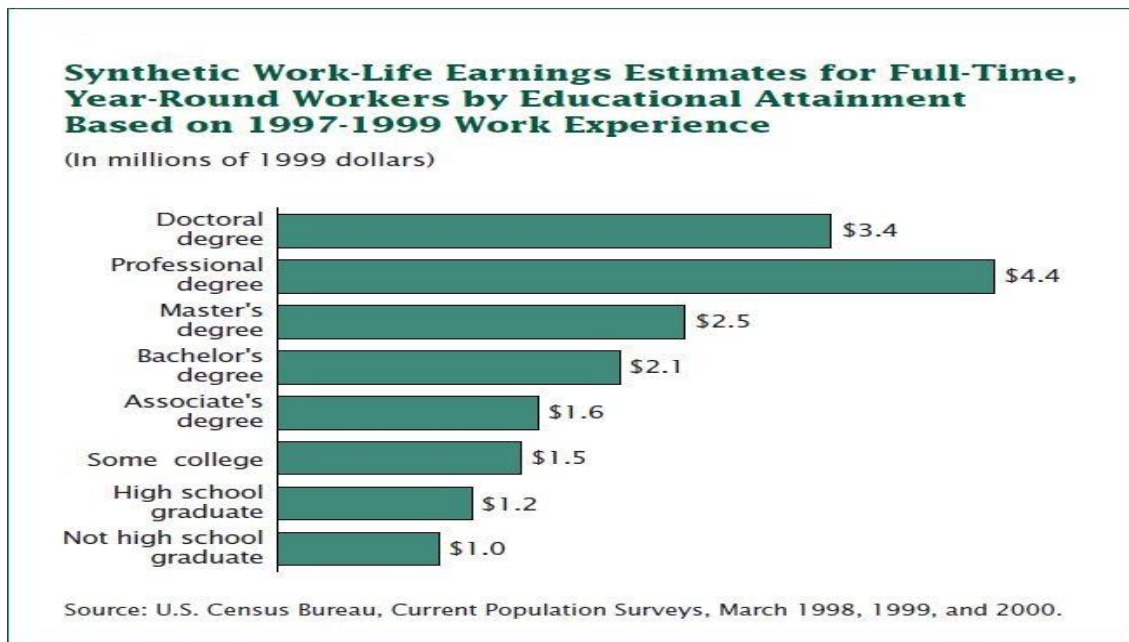


Some 50% of Club members’ parents indicate that they are, as a result of the Boys & Girls Clubs, “attending school to receive a higher degree or certificate that will help me [them] with my [their] career.” Once again, we will only use the number of parents who strongly agree that they are receiving further education as a result of the Clubs; some 25.3% of parents served by the Clubs are within this

category. The following table summarizes the positive impact of the opportunity to pursue further education:

Total number of families served by Boys & Girls Clubs of Broward County	Proportion of families with at least one parent able to pursue further education or training due to Boys & Girls Clubs of Broward County	Total number of parents who have upgraded their skills due to the services of Boys & Girls Clubs in
9821	25.3%	2485

Based on the survey results, 2485 parents are able to pursue further education or certification that will help them further their career. Unfortunately, existing research could not be found to determine the exact monetary value of adult education for these parents. However, it is clear that the benefit is likely to be significant simply by reexamining the value of higher education that has been discussed earlier in this report.



As data from the U.S. Census demonstrates, for every level of higher education, an individual earns significantly more over the course of a lifetime. For instance, if a parent who is able to earn an associate's degree as a result of sending their children to Boys & Girls Clubs in Broward County, their

lifetime earnings will, on average, increase from \$1.2 million to \$1.5 million (in year 2000 prices).<sup>36</sup>

Although we are not able to put an exact value on this benefit, census data suggests that the benefit is very significant indeed.

### **3.2) Impact of Clubs' Expenditures (Regular and Capital) on Economic Output, Jobs, and Tax Revenue**

The economic impact of social interventions resulting from the services provided by the Boys & Girls Clubs represents a broad category of economic value created by the organization. Such social interventions are an important aspect of the value created by a nonprofit. However, just like any other organization providing services or producing goods, the Clubs comprising Boys & Girls Clubs in Broward County create tremendous business activity through their operating and capital expenditures as well as the work of their volunteers in the state that can be measured in terms of output, employment, and tax revenue.

In order to calculate the economic impact of the Clubs' various expenditures, our research team constructed an input-output model. The principal purpose of using an input-output framework is to analyze the interdependence of industries and various economic entities and organizations in an economy through market based transactions. Input-output analysis can provide important and timely information on the interrelationships in a regional economy and the impacts of changes on that economy.




The creation of such models requires a large amount of data to capture all the economic changes that an institution can bring to a community. The first set of data for this purpose consists of information that presents the direct flow of resources from an institution to the community. This includes budgetary and capital expenditures of the institution. The second and equally important component of the economic impact of an institution is the flow of resources into that specific community that would not have occurred had the institution in question not come into existence. This component will include the impact of resources that are generated as byproducts of the institution in question.

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<sup>36</sup> The gap is based on year 2000 dollars, when adjusted for a moderate inflation rate of 3% annually the gap will grow to a total of \$415,270 between life time earning of a person without high school diploma with those who have it.

We chose IMPLAN (Impact Analyses for Planning) to identify and measure the economic impact of the agency.<sup>37</sup> IMPLAN employs a regional social accounting system and can be used to generate a set of balanced economic/social accounts and multipliers. The social accounting system is an extension of input-output analysis. Input-output analysis has been expanded beyond market-based transaction accounting to include non-market financial flows by using a Social Accounting Matrix (SAM framework). The model describes the transfer of money between industries and institutions and contains both market-based and non-market financial flows, such as inter-institutional transfers.

This economic analysis measures the cumulative effects of spending brought about by the activities of Boys & Girls Clubs in Broward County. This analysis, like any other with similar research, aimed to measure the following impacts:

-  **Direct effects:** Budgetary, capital, and other related expenditures that create jobs and add to the production capacity of the state.
-  **Indirect effects:** The economic activity generated among the state's businesses to meet the Clubs' demand for various products and services used for its operations.
-  **Induced effects:** The effects of expenditures made in the state by Club employees and others who receive income because of their work in relation to the activities of the institution as a whole.

Using this model we calculated the explicit economic impacts of the Clubs' expenditure through increased regional income and jobs on the state levels. In order to generate the relevant findings, we collected data regarding the Clubs' budgets through questionnaires distributed to and completed by Club managers in addition to financial statements provided by management to our research team for analysis. For all institutions, we used the most recent readily available full fiscal year budget. Based on

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<sup>37</sup> IMPLAN is a computer software package that consists of procedures for estimating local input-output models and associated databases. The acronym is for *Impact Analyses and Planning*. IMPLAN was originally developed by the U.S. Forest Service in cooperation with the Federal Emergency Management Agency and the U.S. Department of the Interior's Bureau of Land Management to assist in land and resource management planning. Since 1993, the IMPLAN system has been developed under exclusive rights by the Minnesota Implan Group, Inc. (Stillwater, Minnesota) which licenses and distributes the software to users. Currently there are hundreds of licensed users in the United States including universities, government agencies, and private companies.

this review of financial information, the total combined budget for operational expenditures of all the participating Clubs was found to be \$18,132,847 based on the latest available information (2012).

The model generated by analyzing the Clubs’ budgetary data indicates that the Clubs are a tremendous engine of economic output in the region. The breakdown of economic impacts on the county level is given below:

<b>Economic Impact of Budgetary Expenditures of Boys &amp; Girls Clubs of Broward County</b>				
<b>Impact Type</b>	<b>Employment</b>	<b>Labor Income</b>	<b>Total Value-Added</b>	<b>Output</b>
Direct Effect	238.9	4,828,242.9	6,137,388.7	9,805,654.0
Indirect Effect	26.9	1,022,100.6	1,869,146.3	3,163,727.9
Induced Effect	44.8	1,781,600.9	3,286,001.1	5,163,464.6
<b>Total Effect</b>	<b>310.6</b>	<b>7,631,944.4</b>	<b>11,292,536.0</b>	<b>18,132,846.6</b>

**3.3) Economic Impact of Volunteer Labor**

Our research took a deeper look into the economic impact of volunteerism and goes further than many similar studies to make an attempt at estimating the output and job creation of volunteers. It is true that volunteers do not receive monetary compensation for their work and, as such, do not pay any direct tax from the financial compensation that they do not receive.

However, one can argue that by volunteering to work without pay, volunteers are in reality paying for their own work and this can be considered as payment to the organization that is using their services. In other words, they are making an in-kind donation of their labor and human capital. Such a donation of services can operate much the same way as a cash donation. Monetary donations make it possible for the organization to make various expenditures—including the ability to hire people who could carry out the services done by volunteers. By making a charitable contribution of their labor—rather than their cash—volunteers are simply cutting out the medium of exchange but nevertheless providing the similar productive value to the organization.

Indeed, the Clubs could potentially not be able to deliver some of their services or some other jobs that become available as a direct result of being assisted (or subsidized as it may be argued) by the volunteers. While there might be some argument about the number of paid jobs that the work of volunteers creates or the tax payments generated, there is no doubt about the indirect and even part of



the induced job creation or tax revenue that volunteers create in an economy. The same is true about the regional output impact of volunteers' work.

We gathered information about various participating Clubs and that showed that volunteers are donating an aggregate of 4,898 hours on an annual basis. We used this estimate and calculated how much statewide output and jobs will be created as a consequence. The results are presented in the following table.

<b>Overall Economic Impact of Budgetary Volunteers' Work of Boys &amp; Girls Clubs in Broward County</b>				
<b>Impact Type</b>	<b>Employment</b>	<b>Labor Income</b>	<b>Total Value-Added</b>	<b>Output</b>
Direct Effect	2.5	50,526.4	64,226.3	102,613.8
Indirect Effect	0.3	10,696.0	19,560.2	33,107.7
Induced Effect	0.5	18,644.0	34,387.1	54,034.3
<b>Total Effect</b>	<b>3.3</b>	<b>79,866.4</b>	<b>118,173.6</b>	<b>189,755.8</b>

It shows that volunteers generate some \$ 189,756 to the countywide gross regional output. We then added the total impact which can be seen below.

<b>Overall Economic Impact of Budgetary Expenditures &amp; Volunteers' Works of Boys &amp; Girls Clubs of Broward County</b>				
<b>Impact Type</b>	<b>Employment</b>	<b>Labor Income</b>	<b>Total Value-Added</b>	<b>Output</b>
Direct Effect	241.4	4,878,769.3	6,201,615.0	9,908,267.8
Indirect Effect	27.2	1,032,796.7	1,888,706.4	3,196,835.6
Induced Effect	45.2	1,800,244.8	3,320,388.2	5,217,499.0
<b>Total Effect</b>	<b>313.8</b>	<b>7,711,810.8</b>	<b>11,410,709.7</b>	<b>18,322,602.4</b>

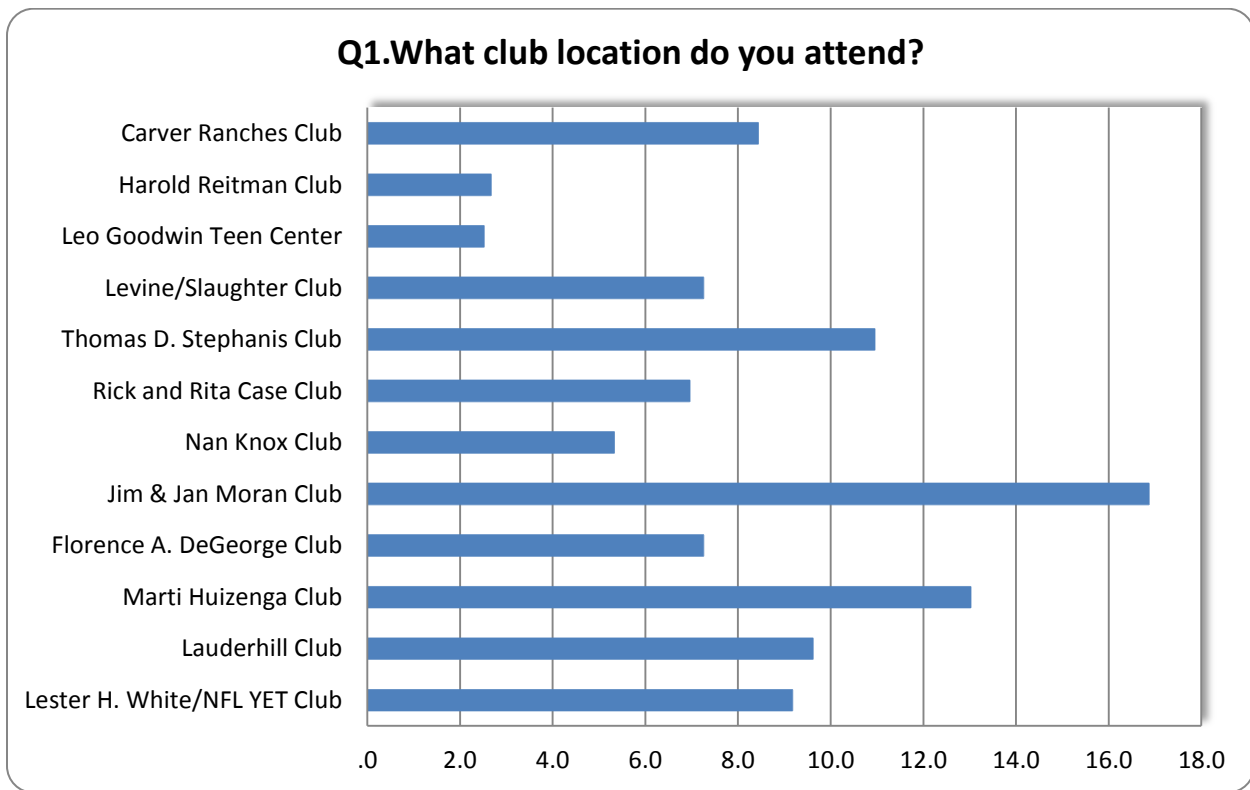
## 4) Qualitative Findings from Surveys

In addition to questions that attempted to monetize the economic benefits of the Boys & Girls Clubs, the various survey instruments that were created for this study included questions that were more qualitative in nature. This data can be used by Club management to gauge the success of its programming and to learn about the attitudes of the stakeholders who are served by the organization.

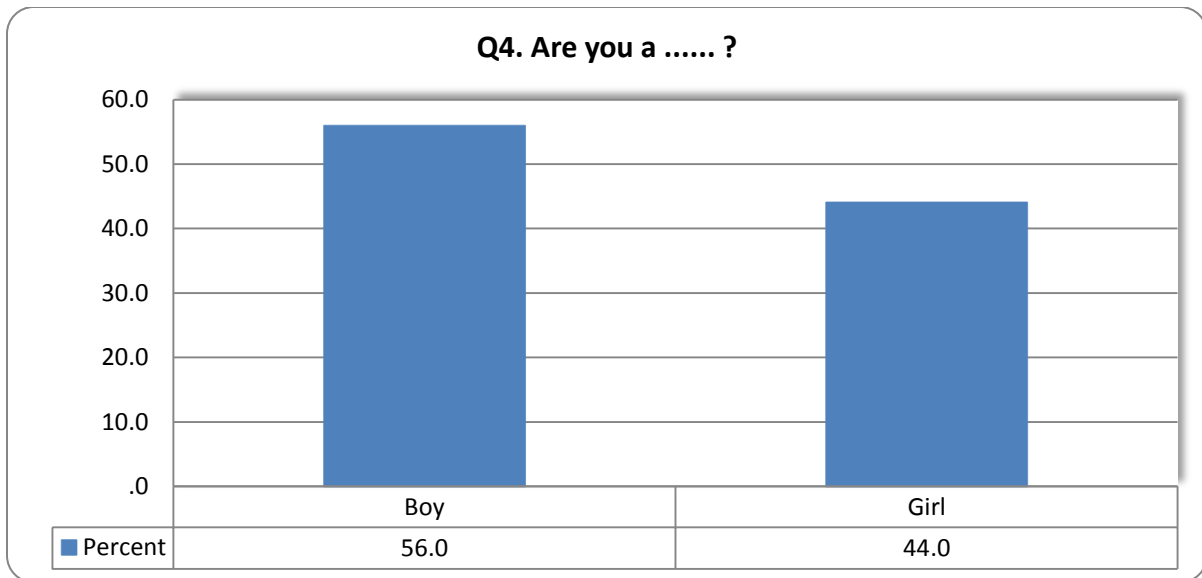
### 4.1) Results of Club Members' Survey

#### 4.1.1) Demographic Data

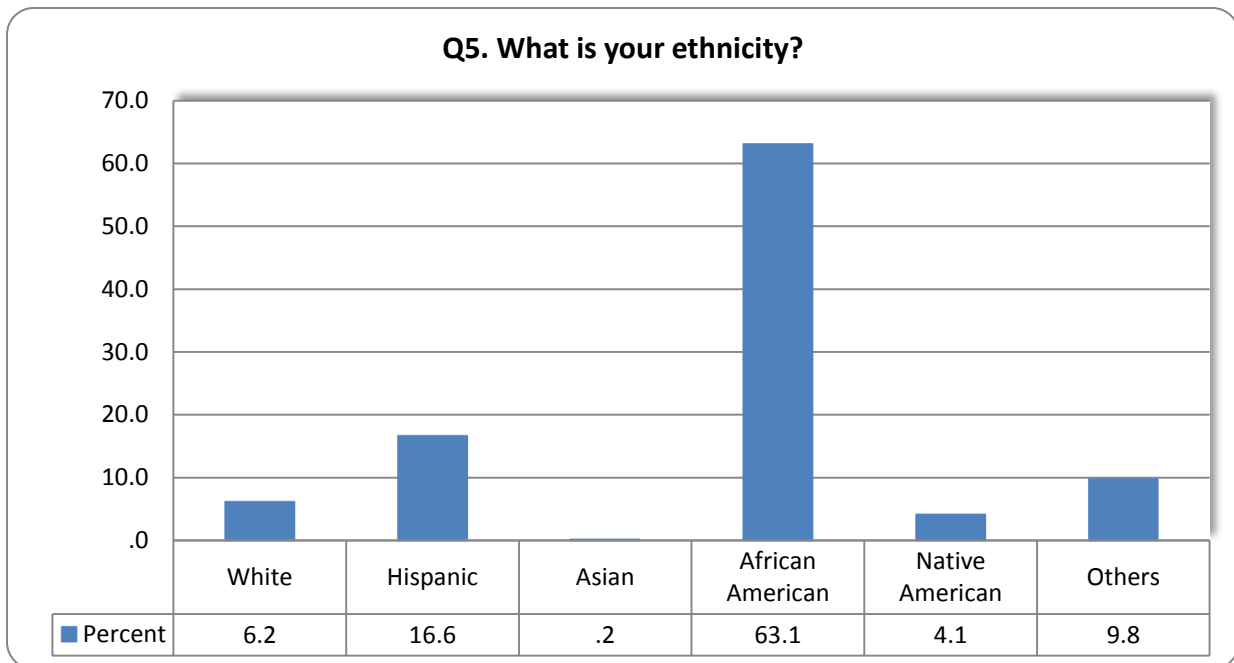
In order to learn more about those who use the Club's services, several demographic questions were included. Not only is such information enlightening but it can also be used for cross-tabulations of other results.



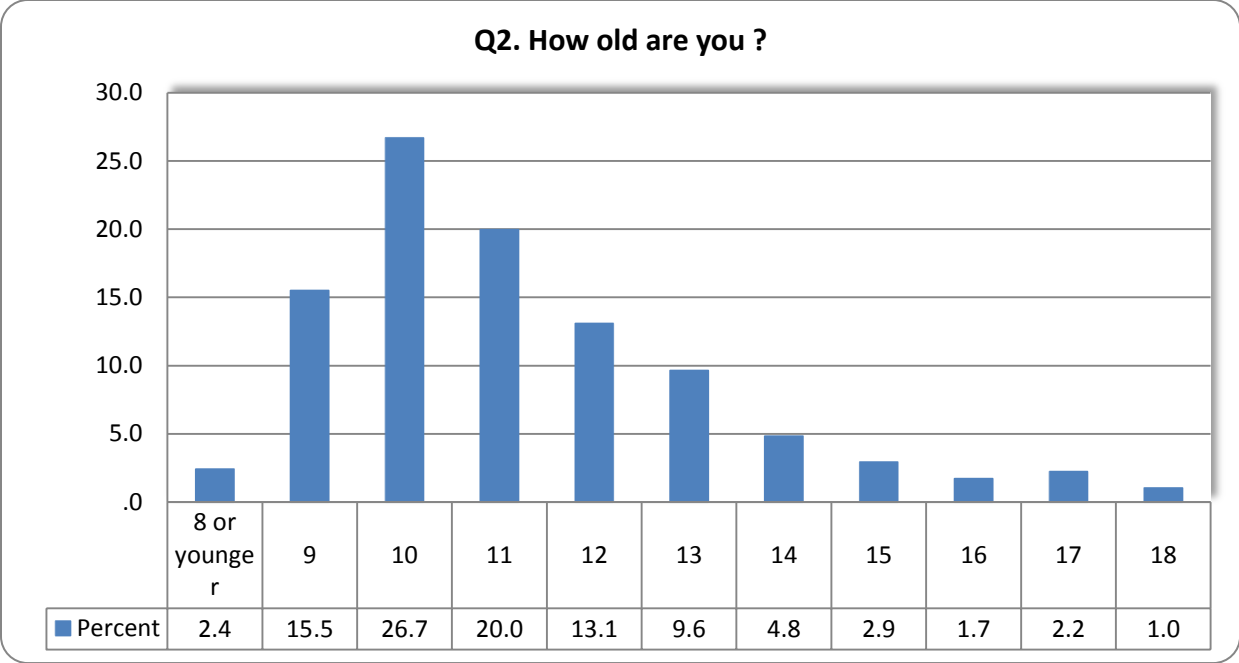




The survey of members shows that nearly 56% of the members are boys and the remainder are girls.



Based on the members' survey, the overwhelming majority of Club members are African American 63.1% according to student survey and slightly higher based on the parents survey. The second most represented group is Hispanics who compose 16.6% of the Club members.



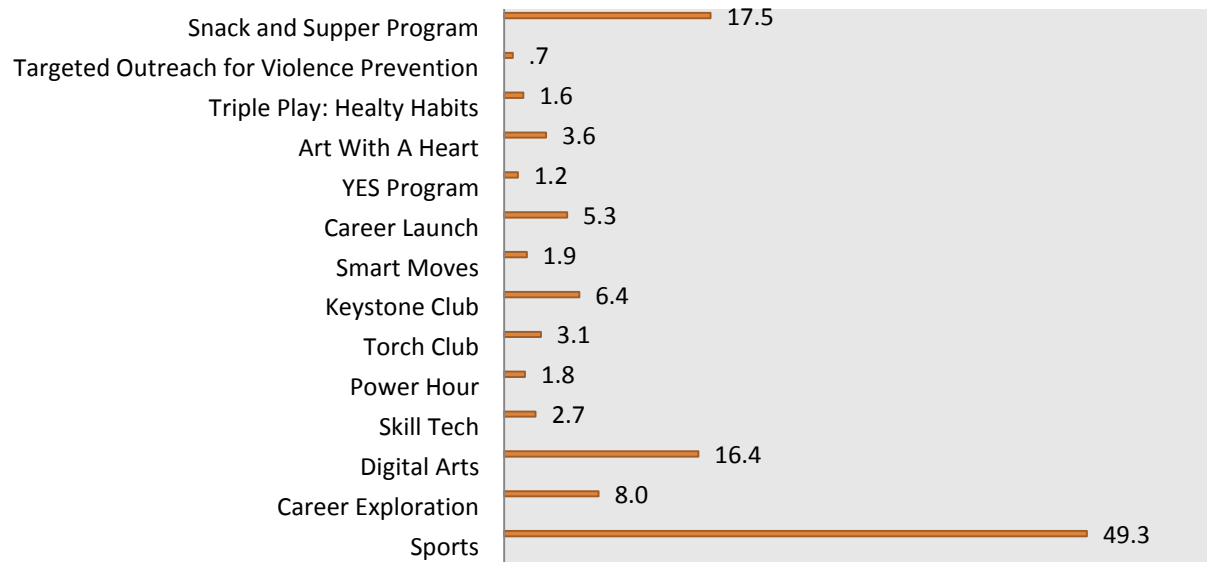
The above chart shows that 40.5% of the members are ten years old or younger and the remaining members are older than ten years of age. Remembering that our surveys were completed by 3<sup>rd</sup> graders or higher presents a difference in the age structure compared with the actual age groups only to the extent that ages younger than 8 are not presented.

**4.1.2) Program and Activities**

Club management is constantly striving to provide the best available programming and activities to Club members. An important consideration when pursuing this objective is to learn what those who are served by these programs feel about the various activities and programs offered. Such feedback can help an organization understand what they are doing well and what they can further improve.

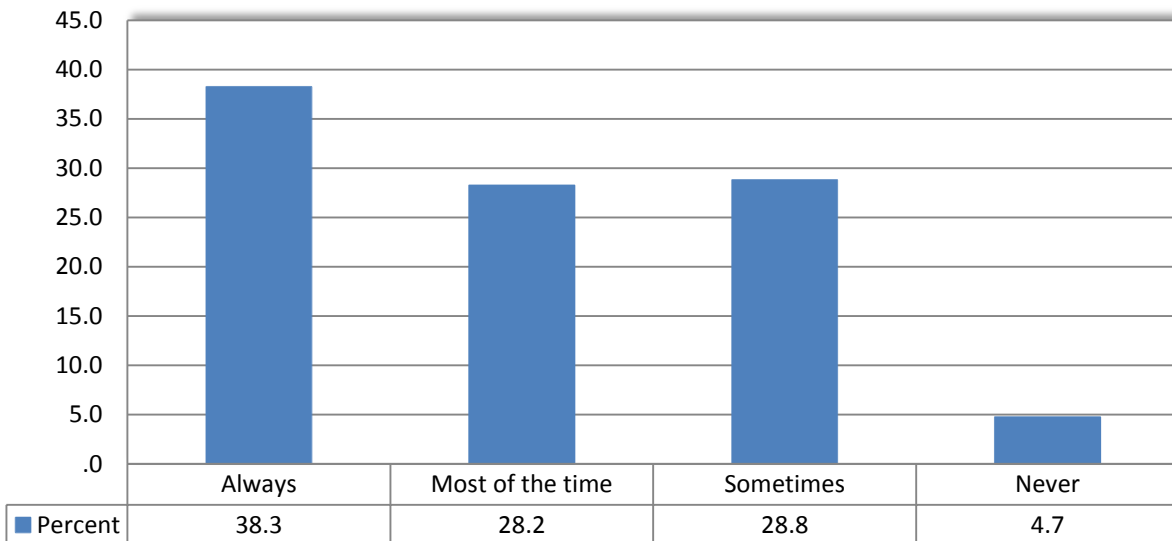


## Which programs do you attend at the club?

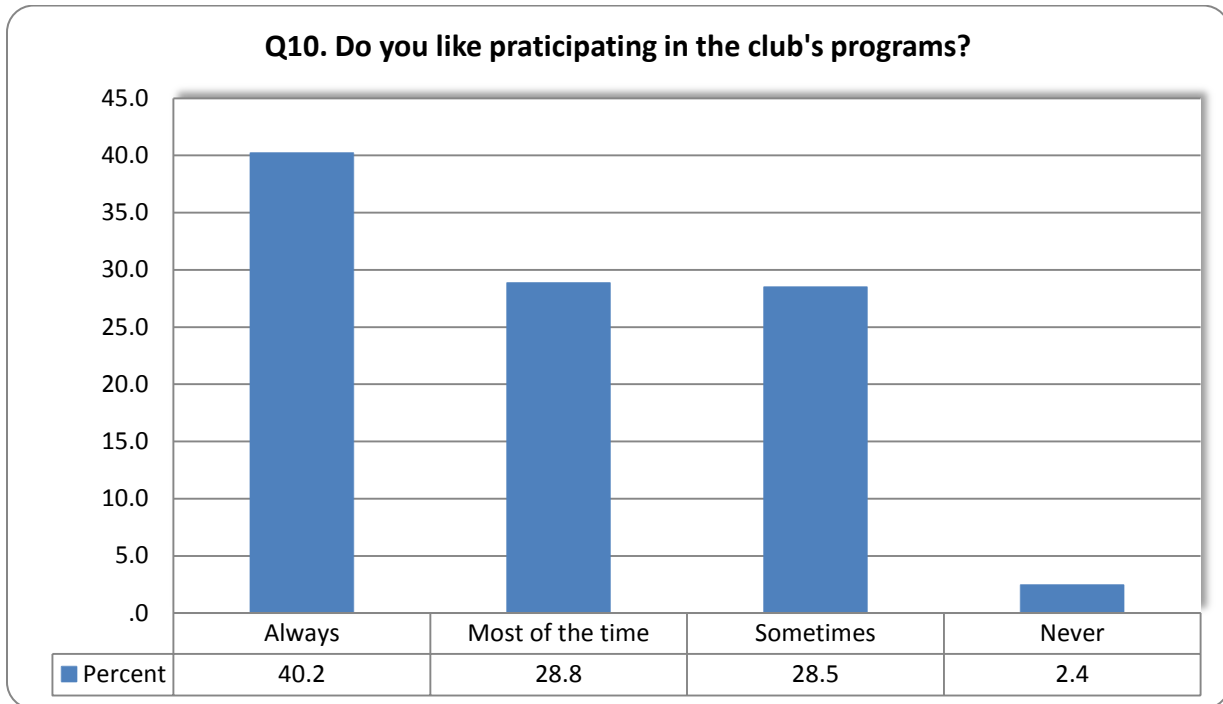


The most attended programs at the Boys & Girls Clubs are for sports with nearly 50% of Club members. This finding is particularly encouraging since it further underscores the value of the Clubs for the health and nutrition of youths. The Snack and Supper program is the second most popular activity. There is a considerable interest in digital arts among the Club members.

### Q9. Do you feel the programs you participate in at the club help you with your needs?

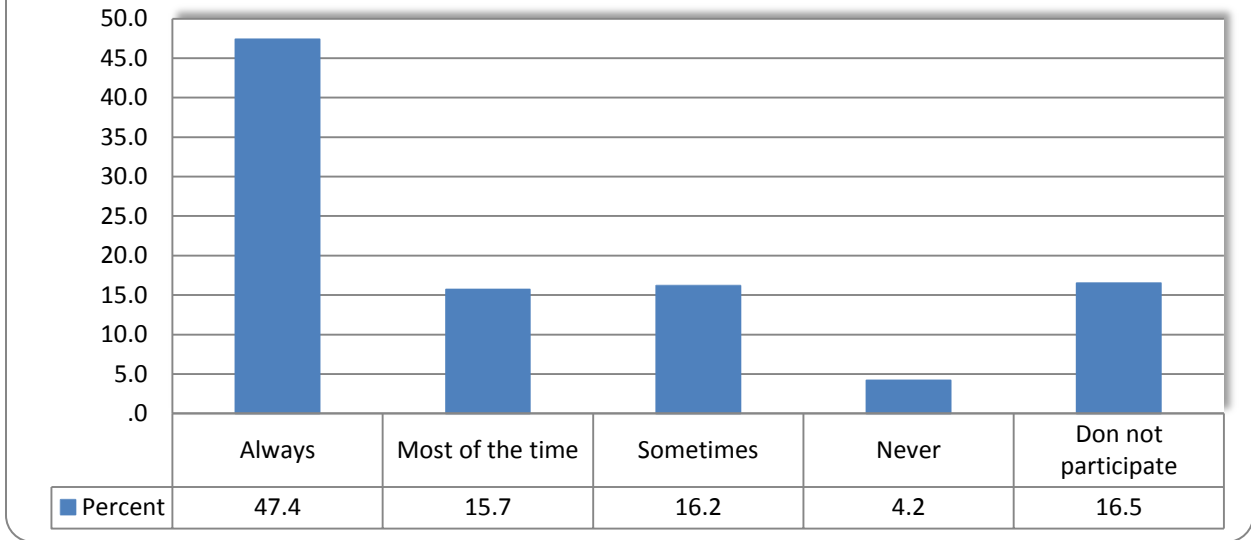


The programs at the Boys & Girls Clubs seem to be doing a great job of satisfying the “needs” of Club members. Nearly 4 out of 10 members (38.3%) believe that the programs always help with their needs while an additional third (28.2%) believe this to be true most of the time. Only 4.7% believed that the Clubs never help them with their needs.



Club members indicate a very positive attitude towards participation in programs of the Boys & Girls Clubs. A very strong majority (69%) like the programs in which they participate at least most of the time. An additional 28.5% like participating in the programs sometimes while only 2.4% never enjoy their participation.

**Q12. Is the club staff able to help you with your homework during and after power hour?**



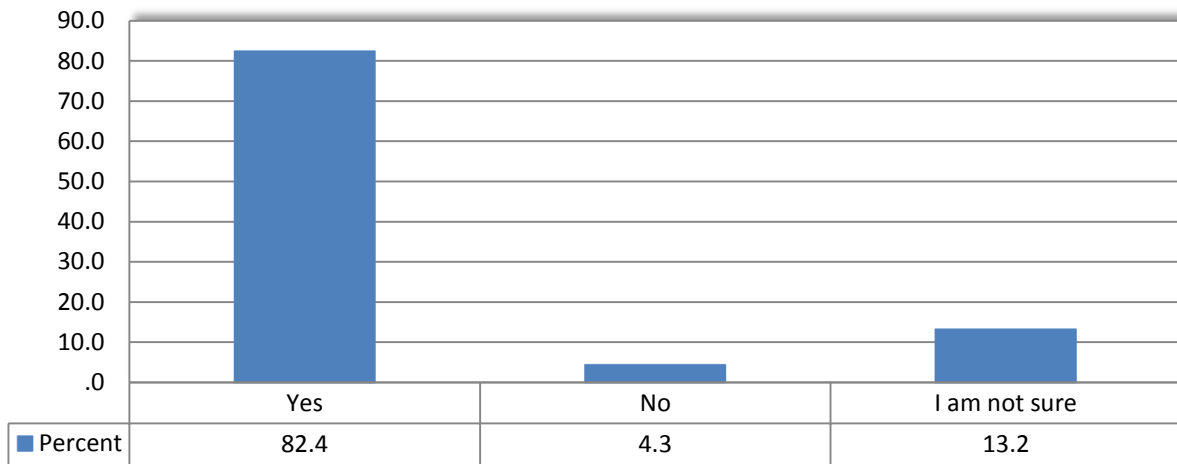
One particular area of interest is the Power Hour program. Boys & Girls Clubs in Broward County (and many others across the country) have time dedicated through this program to helping Club members with their school work and providing them tutoring to help them with their homework. This program intends to help improve the academic proficiency of Club members who are 6 through 12 years old.

This program is particularly important in the context of this study since it contributes to the academic achievement of Club members, thereby contributing to the economic benefits of higher high school graduation rates discussed in Section Three of this report. As such, the success of Power Hour is critical. Fortunately, the majority of members surveyed 63.1% of respondents like the tutoring program either always or most of the time.<sup>38</sup> Amongst this group, it is important to note that only 4.2% never like the tutoring program.

Although Power Hour is popular amongst those that utilize its assistance, it may be worthwhile to attempt to increase the number of participating students given its apparent success and ability to improve the academic achievement of Club members using the service. It is unclear based on this data alone whether the 16.5% who do not participate chose not to do so since they do not need the tutoring.

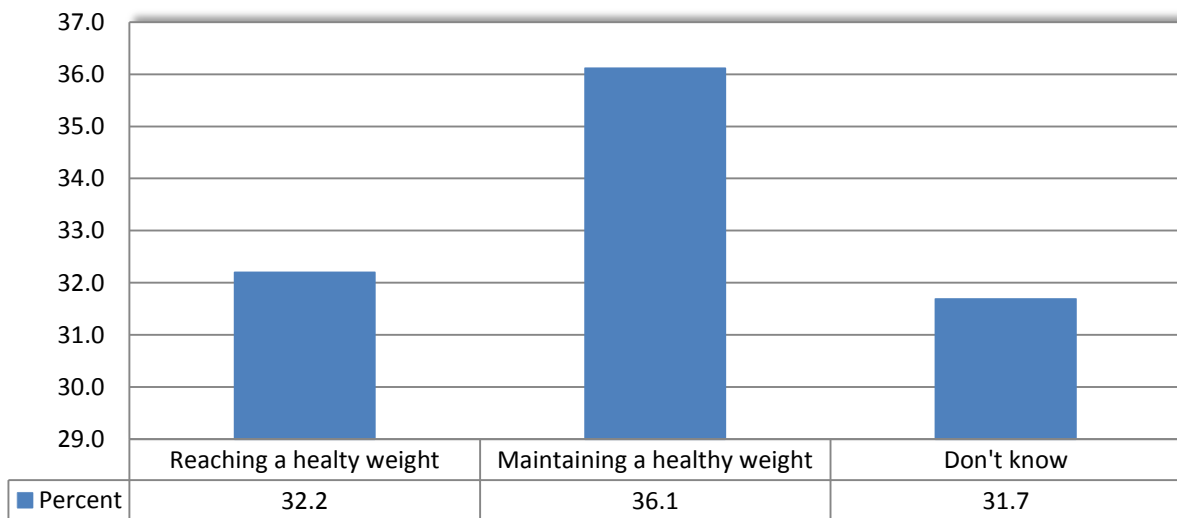
<sup>38</sup> This calculation excludes the 16.5% who do not participate in the program.

**Q19. Do you think participating in sports and other physical activities in the club is helping you become more physically fit?**



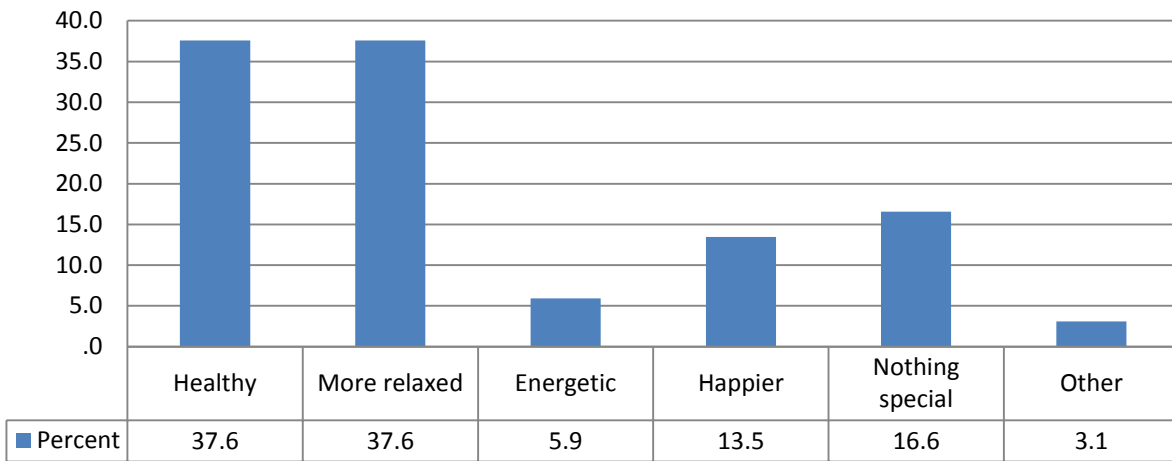
The above chart shows that an overwhelming majority of participants (82.4%) think that participation in sports and physical activities helps them to become physically more fit. A large group of 13.2% was not sure and only 4.3% said that such participation does not help them to become more physically fit.

**Q20. In the last six months or more that I participated in the club's programs, I feel that physical activities in the boys and girls club resulted in .....**



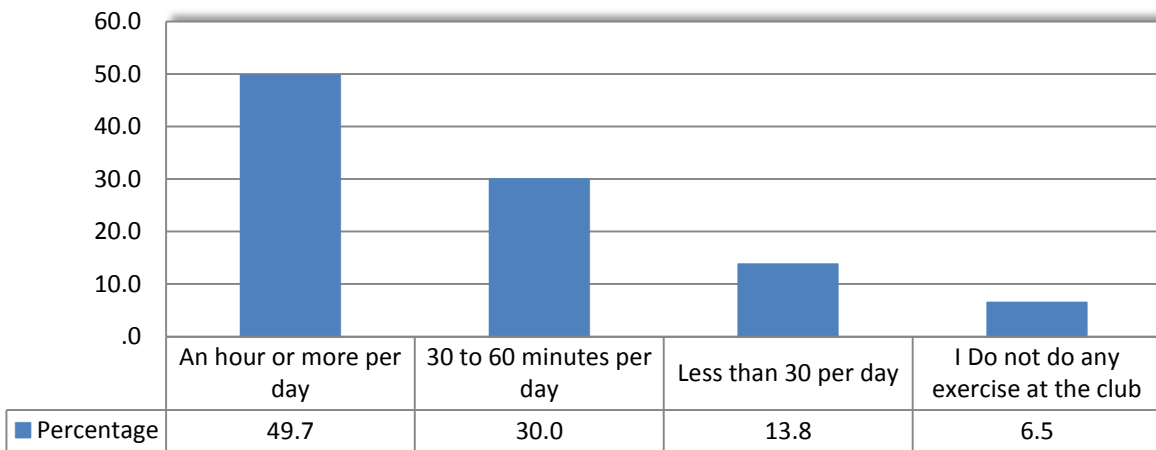
The outcome of the previous chart is very important as it indicates that 68.3% of respondents believe that through participating in the Clubs' physical activities, they reached or maintained a healthy weight.

Participating in physical activities in the club make me feel.....



Finally, some 37.6% feel healthy as a result of participating in the physical activities of the Clubs. The same percentage, 37.6% felt more relaxed, 13.5% were happier, and 5.9% felt more energetic.

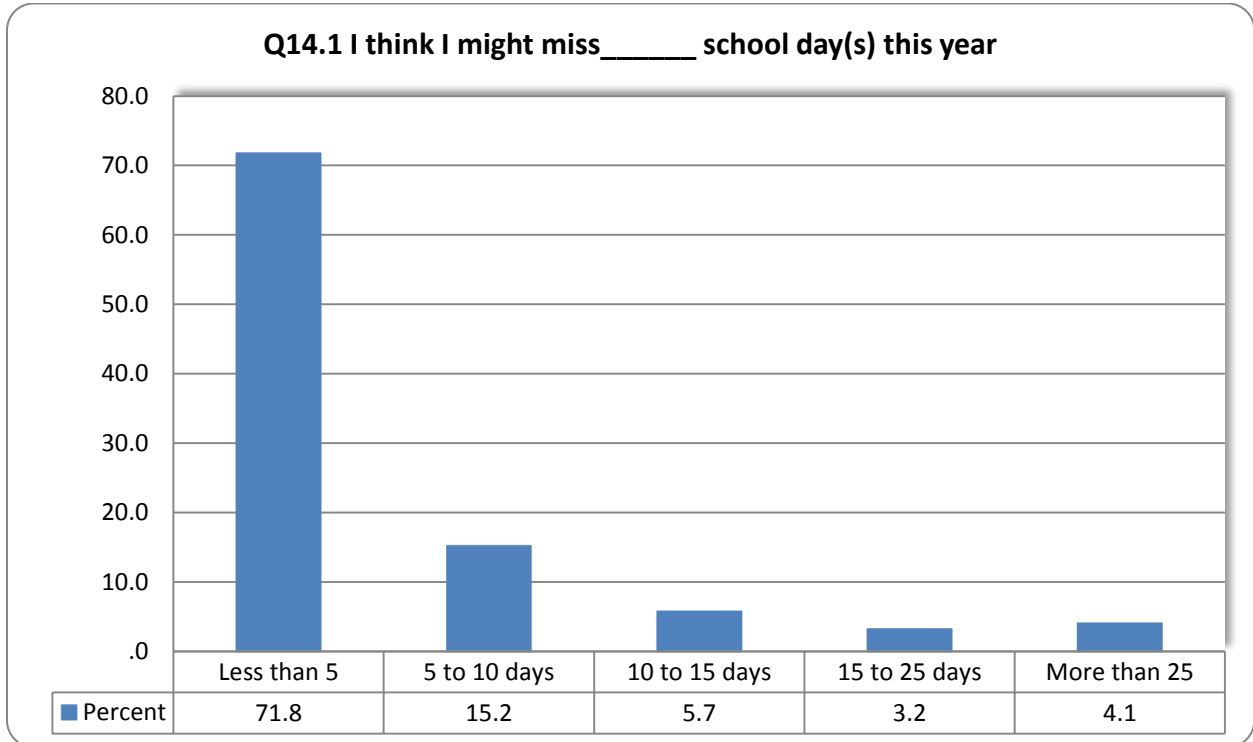
**Q22. How long do you spend doing sports or other physical activity each day that you are in the club ?**



Regular exercise is pivotal for maintaining physical fitness and being healthy. The outcome of the members' survey shows that 79.7% of respondents spend more than 30 minutes on physical activities when they are in the Club. Some 49.7% (half of the members ) spend an hour or more doing physical activities.

### 4.1.3) Attendance Record in Clubs and School

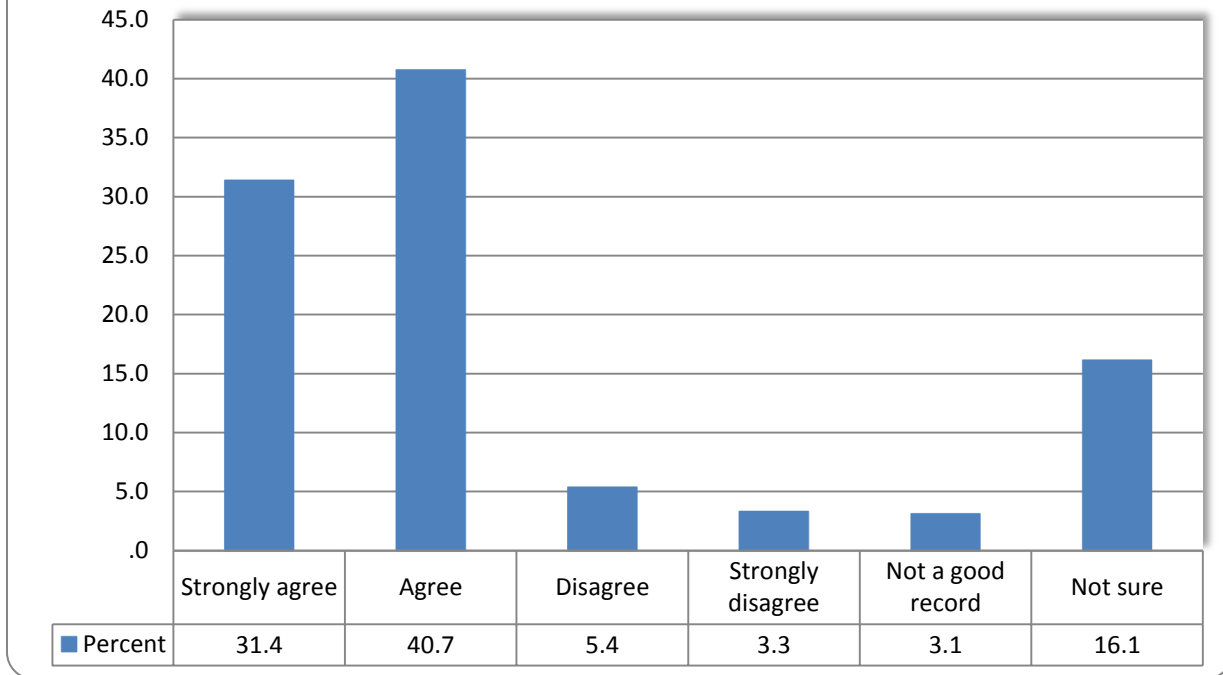
Regular and strong attendance records are an important indicator of academic success. By regularly attending school, students are less likely to fall behind in their studies and thereby more likely to succeed. As such, several questions in the survey sought to learn about student attendance records and the impact of Club participation on these records.



The vast majority of Club members have strong attendance records. 87% of respondents indicated that they anticipate missing 10 days or less of school. Indeed 71.8% miss school less than 5 days during the year. Only 4.1% anticipate missing more than 25 days of school.



**Q16. My club membership helps me have good attendance in school**

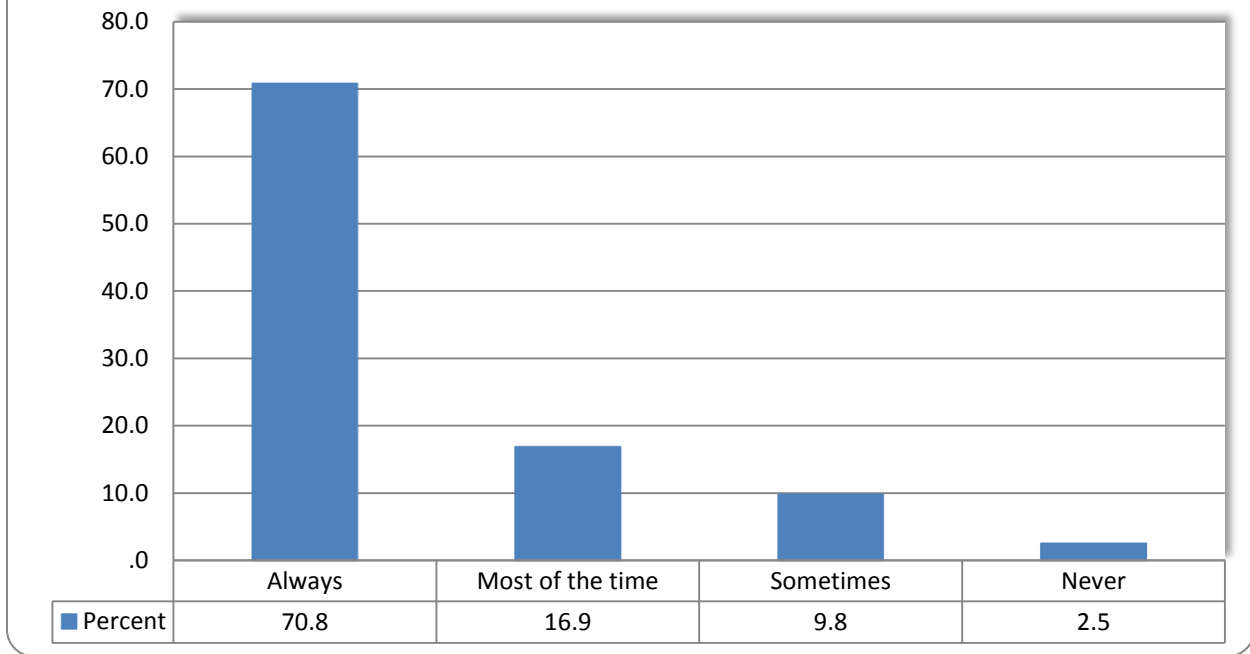


We also asked students whether their strong attendance records are related to the fact that they attend the Boys & Girls Clubs regularly. A vast majority of respondents (72.1%) believe that their regular attendance at the Clubs accounts for their good attendance records in day school.

**4.1.4) Feeling Safe and Overall Opinion Regarding the Boys & Girls Clubs**

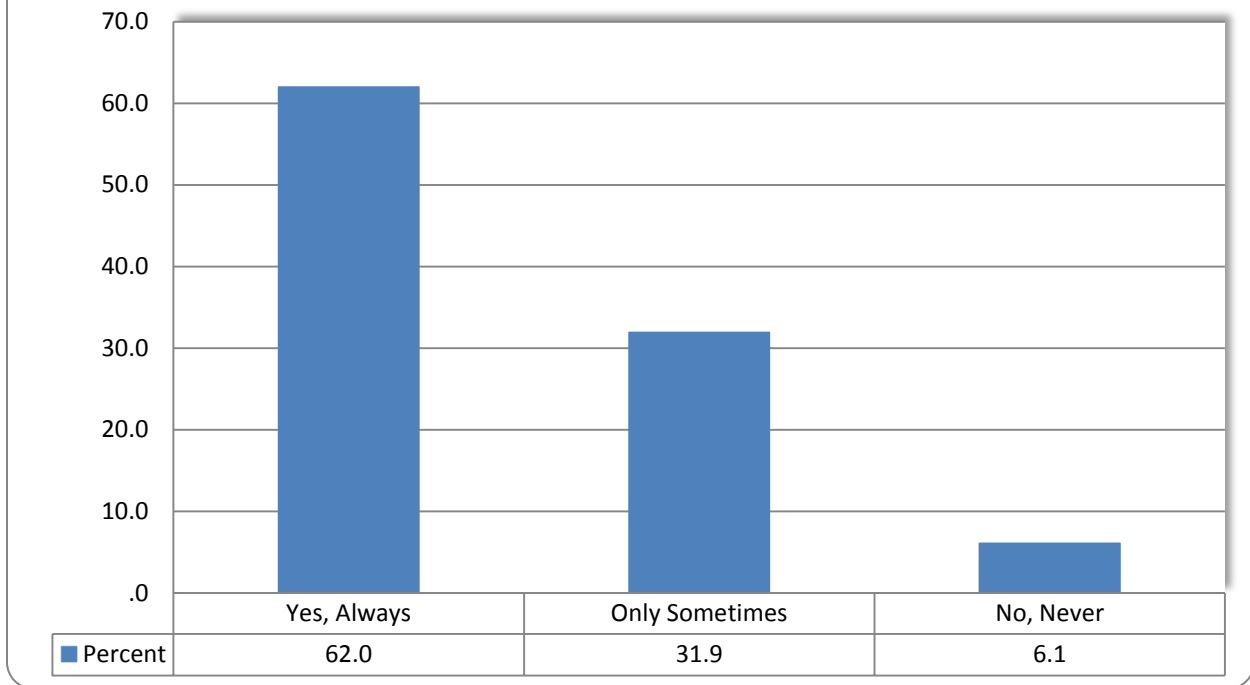
Feeling safe is one of the most important contributions of Boys & Girls Clubs in our community. The following chart shows that an overwhelming majority of members feel safe when they are in the Clubs' environment. Nearly 9 out of 10 respondents (87.7%) feel safe when they are in the Clubs at the very least most of the time. The vast majority of 70.8% feel safe always.

### Q13. Do you feel safe with you are at the club?



One way to determine whether an individual is satisfied with something is to ask them whether they would recommend it to their friends. By recommending something, an individual invests their own reputation in the fact that the service is effective. As such, we asked Club members whether they would recommend the Club to their friends.

### Q18. Do you recommend this club to your friends ?



62% indicated that they would always recommend the Club to their friends while an additional 31.9% would recommend the program sometimes. Only 6.1% of Club members would never recommend the program to their friends. As such, it would seem that over 9 out of 10 Club members are generally satisfied with the services they receive at Boys & Girls Clubs in Broward County.

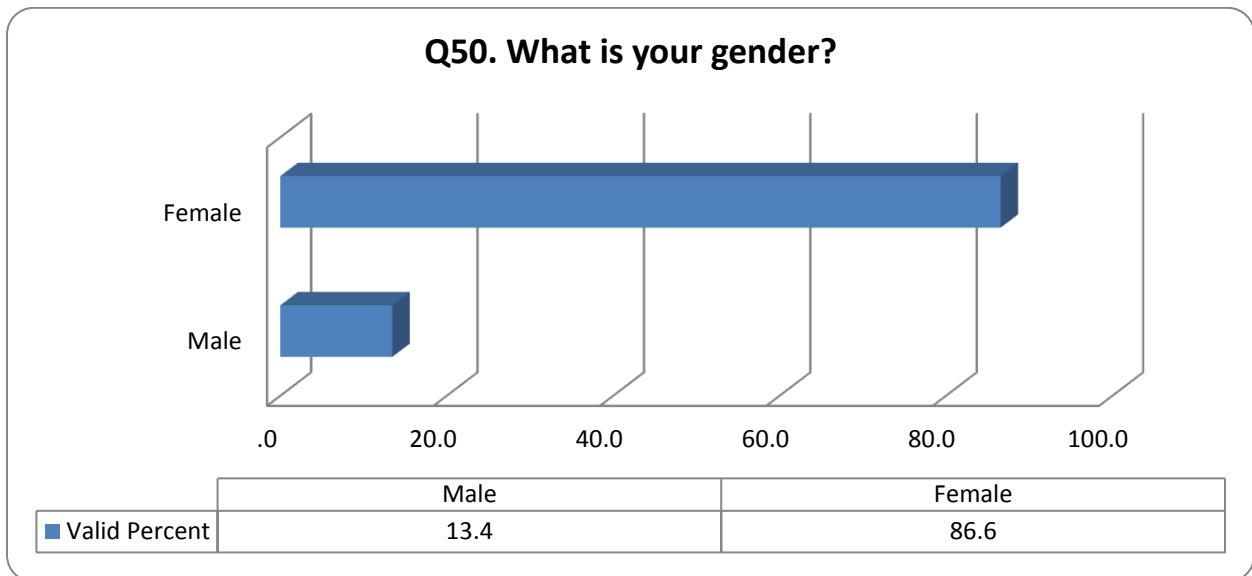
## 4.2) Results from Parents' Survey

In addition to Club members, parents represent another important group of stakeholders. They are heavily invested in the quality and effectiveness of the program. Without the Clubs, parents would have to find alternate means for taking care of their children during after-school hours. Some may have to work less to stay at home with their children. Others may have to pay more for other services that are of uncertain quality, if they are able to afford it. Moreover, they are an important source of supplementary information to assess the impact of the Clubs on their children due to their special vantage point.

Given these considerations, it was critical to collect data from parents to see how well they are being served by the Clubs and to see how effective they perceive the programs to be.

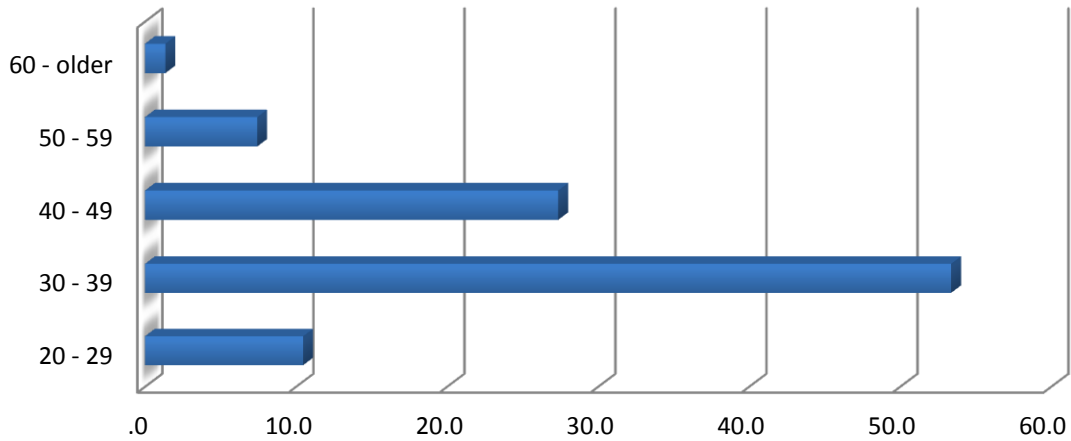
### 4.2.1) Demographic Information

Some demographic data was collected from parents. This information helps us to understand the profile of respondents and the households in which Club members are being raised.



The vast majority of respondents (86.6%) are females. This indicates that the survey represents the thoughts and opinions of the mothers and grandmothers of Club members for the most part. We should remember that based on the information received from the Clubs management 61.02% of the families whose children attend the Boys & Girls Clubs of Broward County come from households headed by single parents and in total 42.42% are headed by single mothers.

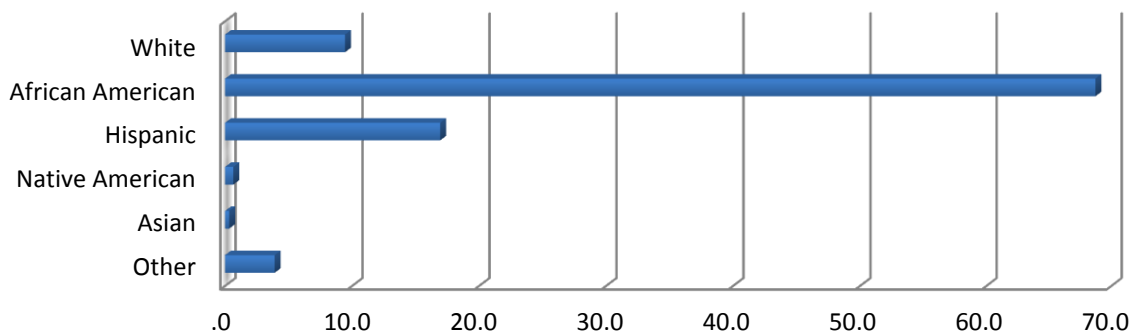
### Q49. Age



	20 - 29	30 - 39	40 - 49	50 - 59	60 - older
Valid Percent	10.5	53.4	27.4	7.4	1.4

The largest proportions of parents (53.4%) are between the ages of 30 and 39. The second most represented age group is those between the ages of 40 and 49 (27.4%). As such, the survey results seem to indicate the opinions of middle-aged parents for the most part.

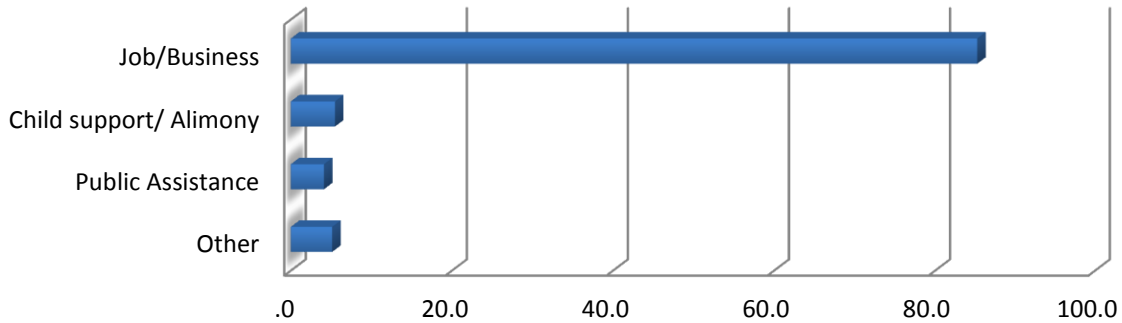
### Q48.1 Ethnicity ?



	Other	Asian	Native American	Hispanic	African American	White
Valid Percent	3.9	.3	.7	16.9	68.7	9.4

The highest proportion of respondents (68.7%) is African American while the second most represented group is Hispanic, which composes 16.9% of the parents. The ethnic make-up of parents based on this survey is similar to the ethnic make-up of Club members determined in the Club member survey.

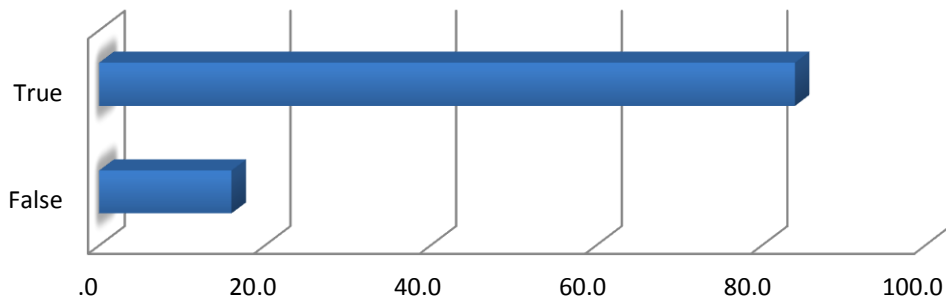
### Q43.1 What is your family's primary source of income?



	Other	Public Assistance	Child support/ Alimony	Job/Business
Valid Percent	5.1	4.1	5.5	85.3

Nearly nine out of ten of parents (85.3%) indicate that their family's primary source of income is a job or own business. This demonstrates that the Clubs predominantly serve working parents and families who need safe supervision of their children during after-school hours.

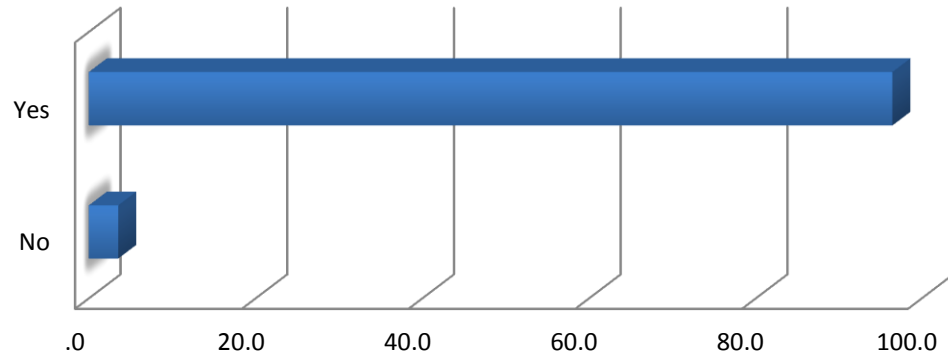
### Q30. My child receives free lunch at school.



	False	True
Valid Percent	16.0	84.0

Economically disadvantaged young people are eligible through a national program to receive free lunches. By understanding the proportion of those served by the Clubs who receive free lunches, it is possible to learn something about the economic profile of those families served. The results are quite telling. According to the parent surveys, 84% of Club members receive free lunches when they are in school. This data indicates that Boys & Girls Clubs in Broward County provide a great contribution to serving an economically disadvantaged group.

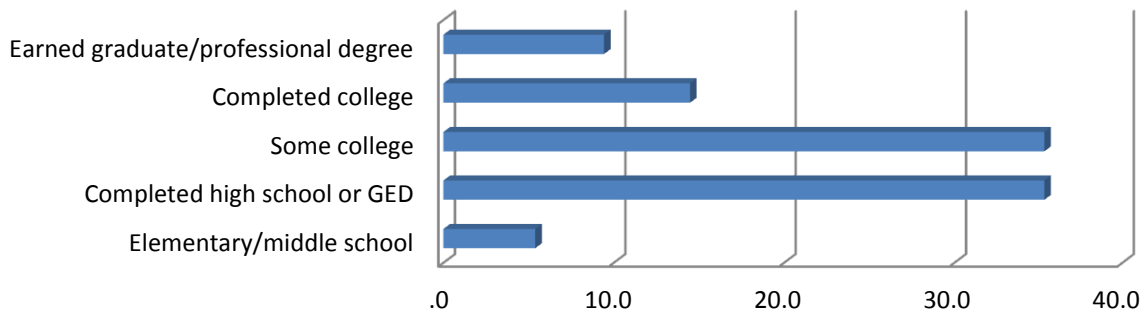
### Q31. My child receives free snack and supper at club



	No	Yes
Valid Percent	3.5	96.5

The above chart shows that nearly all the children (96.5%) of children receive free snack and supper at the Clubs. This is an important contribution to the family and helping them to feed their children.

### Q44. What is the highest level of education that you have completed?

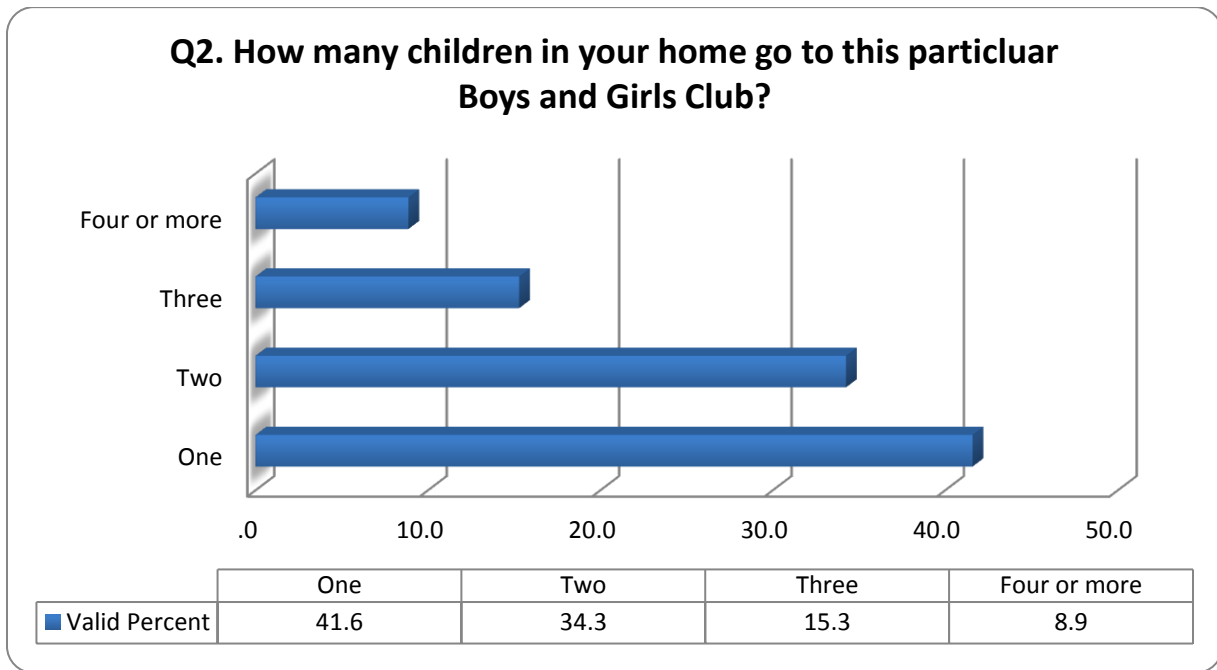


	Elementary/middle school	Completed high school or GED	Some college	Completed college	Earned graduate/professional degree
Valid Percent	5.4	35.4	35.4	14.5	9.4

Another important demographic consideration is the level of education attained by parents. Education and earnings are closely related as discussed in earlier sections of the report. Survey results indicate that the educational background of parents is very diverse. The largest portion of parents has had some college and an equal proportion have completed high school. 14.5% have completed college and some 9.4% have earned graduate or professional degree.

#### 4.2.2) Family's Need for Boys & Girls Clubs

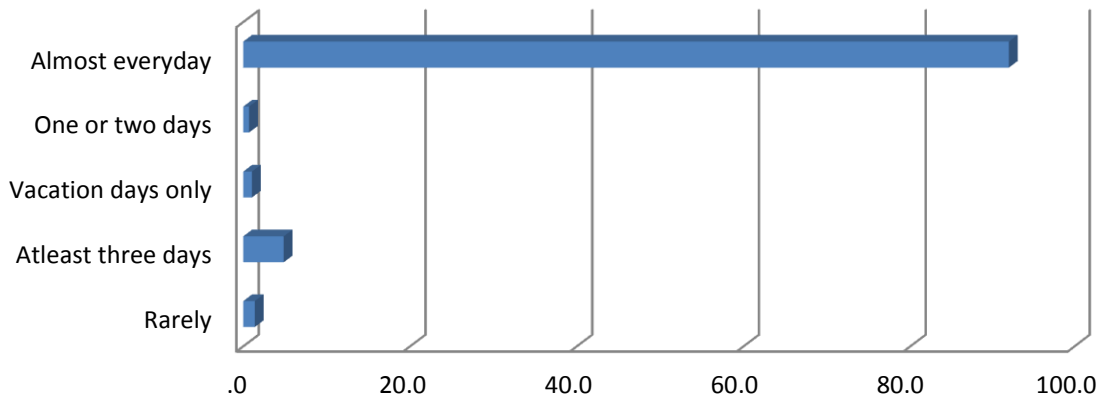
When understanding the value created by the Boys & Girls Clubs in the community, it is important to understand the extent to which families who use the service depend on its existence. The survey included several questions to learn about the frequency and depth of the demand for Club services.



The highest proportion of families (41.6%) has one child in the Boys & Girls Clubs. Some 34.5% have two children and the remainder has three or more. For those with multiple children at the Clubs, the need for the service is amplified since the cost and difficulty of supervising multiple children after school can become significant. As such, the need for the Clubs is particularly acute for the significant proportion of families with multiple children.



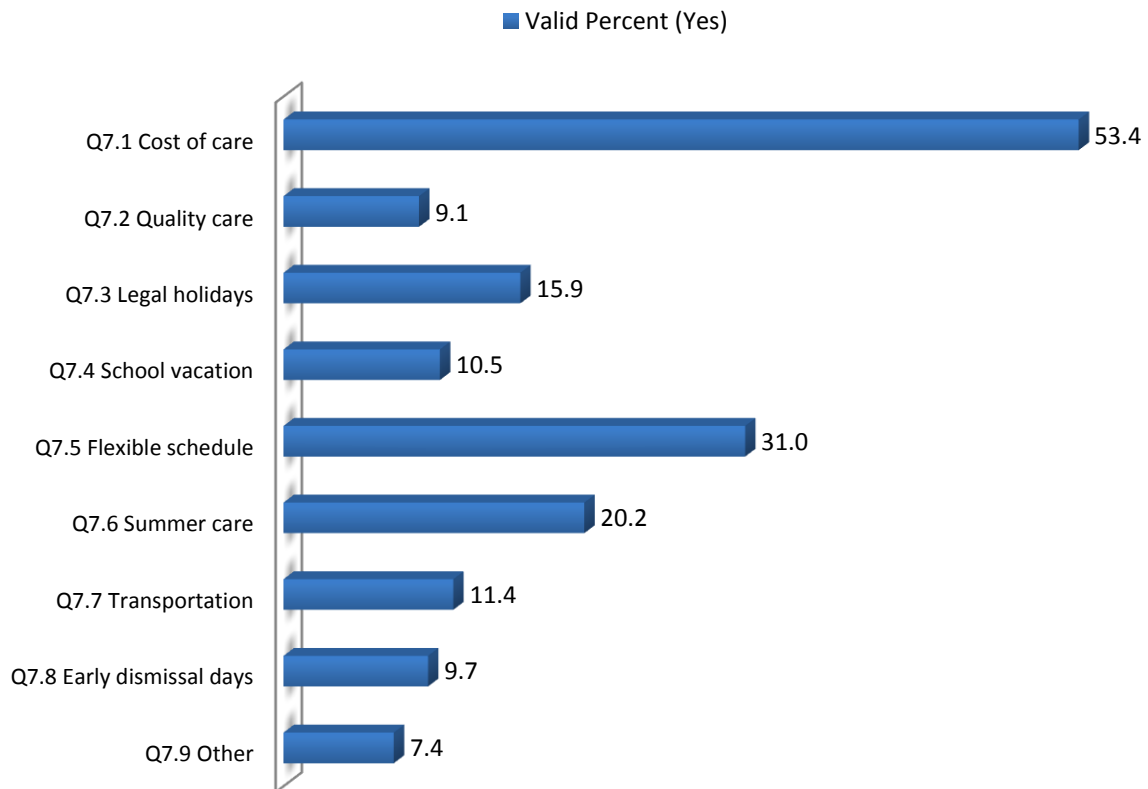
**Q5. When the club is open how often does your child attend it during the week?**



	Rarely	At least three days	Vacation days only	One or two days	Almost everyday
Valid Percent	1.4	4.9	1.0	.7	92.0

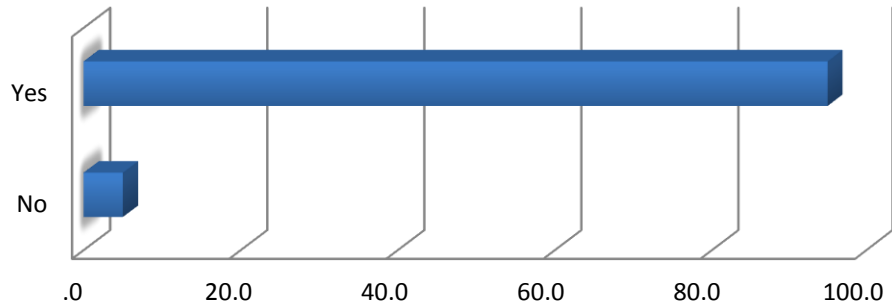
More than 9 out of 10 parents report sending their children to the after school program almost every day while an additional 4.9% report sending their children to the program at least three days per week. As such, it is clear that an overwhelming majority of parents depend on the program frequently. Such regular use of the program shows that such families are quite dependent on the existence of the program to complete their daily routine.

### Question 7: Check your family's greatest challenges with school age child care:



When determining the level of dependence these families have on the Clubs, it is important to understand the source of the challenges that the families face with school age child care. By far, the greatest challenge for all these families is the cost of care. Some 53.4% of families served by the Clubs consider the cost of care as the greatest challenge they face. As such, programs such as the Boys & Girls Clubs that provide high-quality cost-effective services are critical to the community. A flexible schedule is the second most important challenge that parents face in taking care of their school age children. These issues have a direct impact on the ability of parents to take care of their families financially and provide for the economic needs of their families.

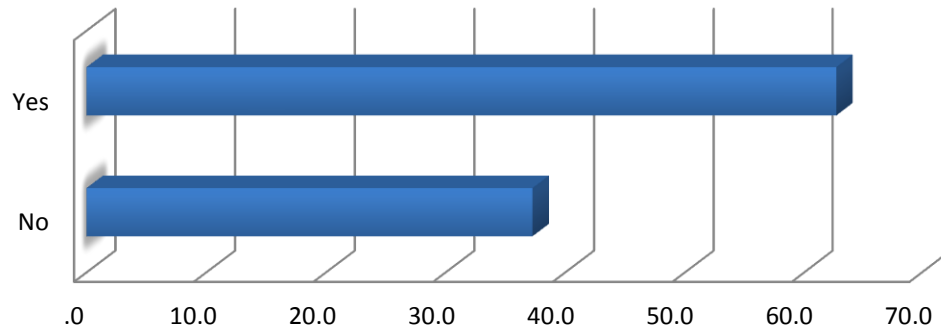
**Q9. This program is the only program that I send my child to**



	No	Yes
Valid Percent	5.0	95.0

The degree to which many families depend on the Boys & Girls Clubs is further demonstrated by the fact that 95% of parents indicate that the Club is the only program to which they can send their children. Without the Clubs, it is unclear what these families would do. Parents would either have to modify their own work schedules or these children would be without proper supervision; either scenario would be troubling.

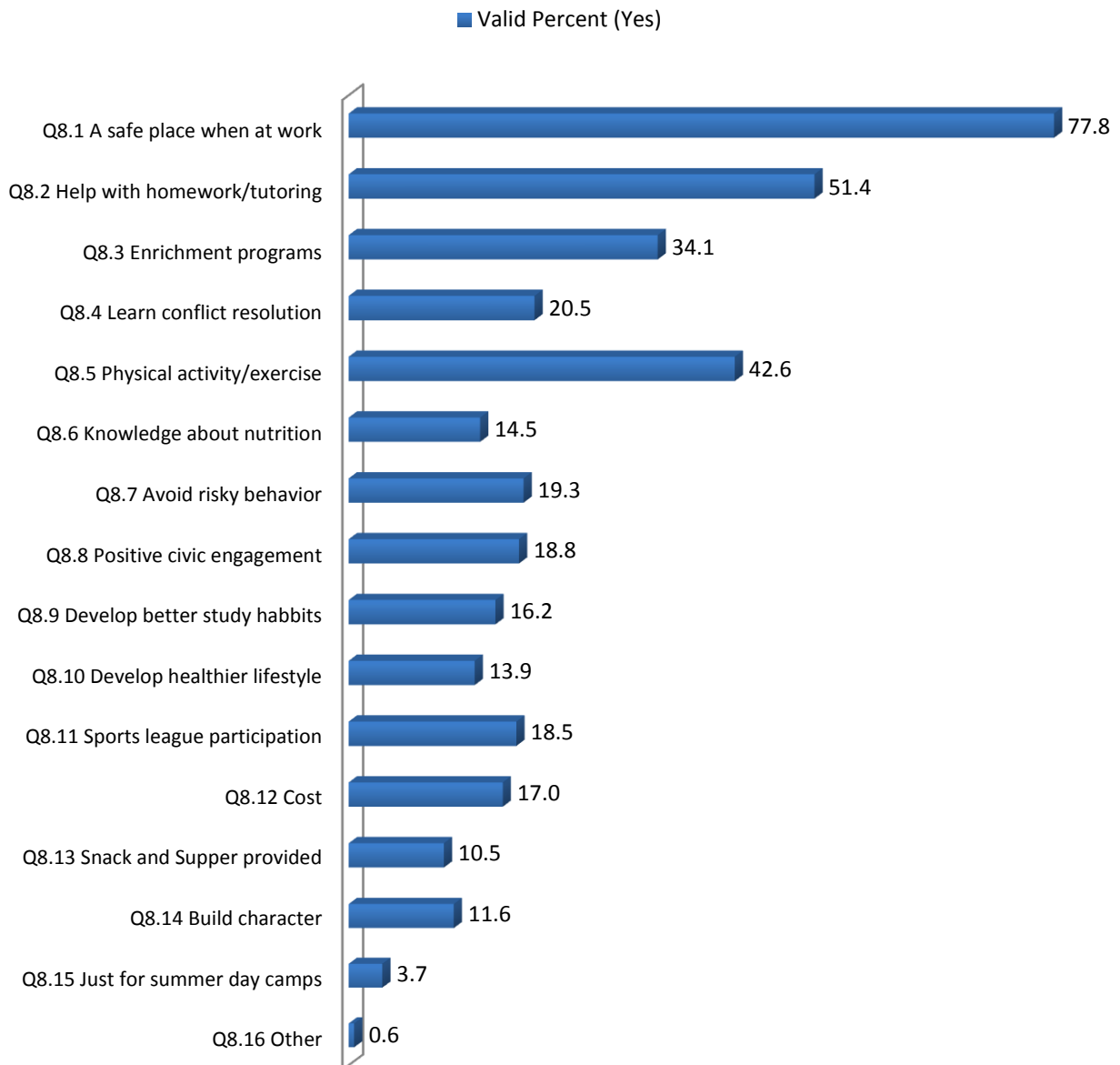
**Q10. I cannot afford to send my child to any other program**



	No	Yes
Valid Percent	37.3	62.7

One reason that many families must rely exclusively on the Clubs for after-school care is the fact that other programs and private services are cost-prohibitive. According to the parents survey, a majority of parents (62.7%) cannot afford any other program.

### Question 8: The reason(s) you need the Boys and Girls Club:

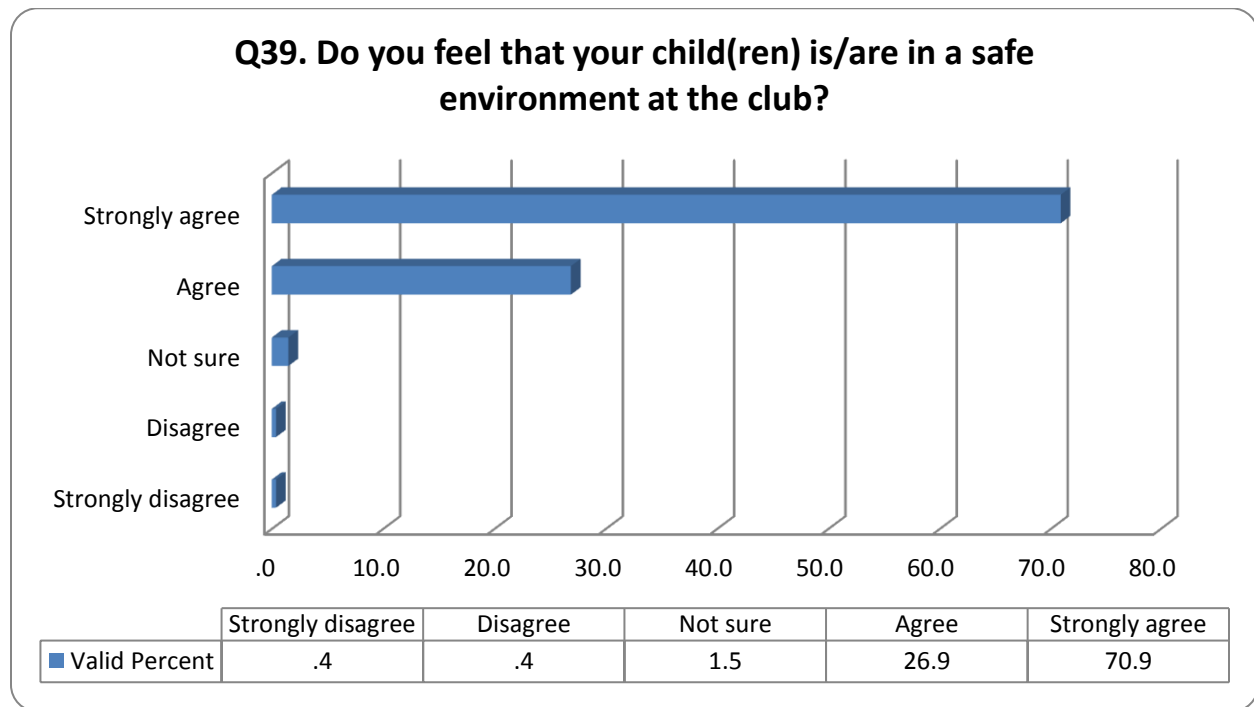


The parent survey also asked parents why they need the Boys & Girls Clubs. There is widespread agreement on the reason. Nearly four out of five parents (77.8%) report that they need the Clubs since they are a “safe place when at work.” This response shows that this asset allows parents to be productive members of the community by allowing them to attend to their work. Without the after-school program, such parents would likely have to work less; this would be bad for families since they would lose income and this would be bad for the community since it loses productive workers. Other reasons such as having a place for their children to exercise, receive help with their homework, have

enrichment programs and learn to build character are of significant importance. Help with homework and tutoring is the second highest area of needs to which more than half of the parents responded as an important area of need. Physical activities and enrichment programs also have a high place in the frequency of responses we received to this question.

#### 4.2.3) Safety

Given the importance parents place on having a “safe place” for their children, it is important to measure whether parents believe that the Clubs are a safe environment. As such, the survey included a question to determine parent sentiments on this point.



Nearly all parents (97.8%) agree or strongly agree that their children are in a safe environment when they are attending the Boys & Girls Clubs. This level of unanimity in the response is particularly noteworthy and shows the extent to which parents have faith in the safety of the Clubs. There are very few areas in which parents have such a high level of unanimous agreement. Club management should be proud of this outcome.

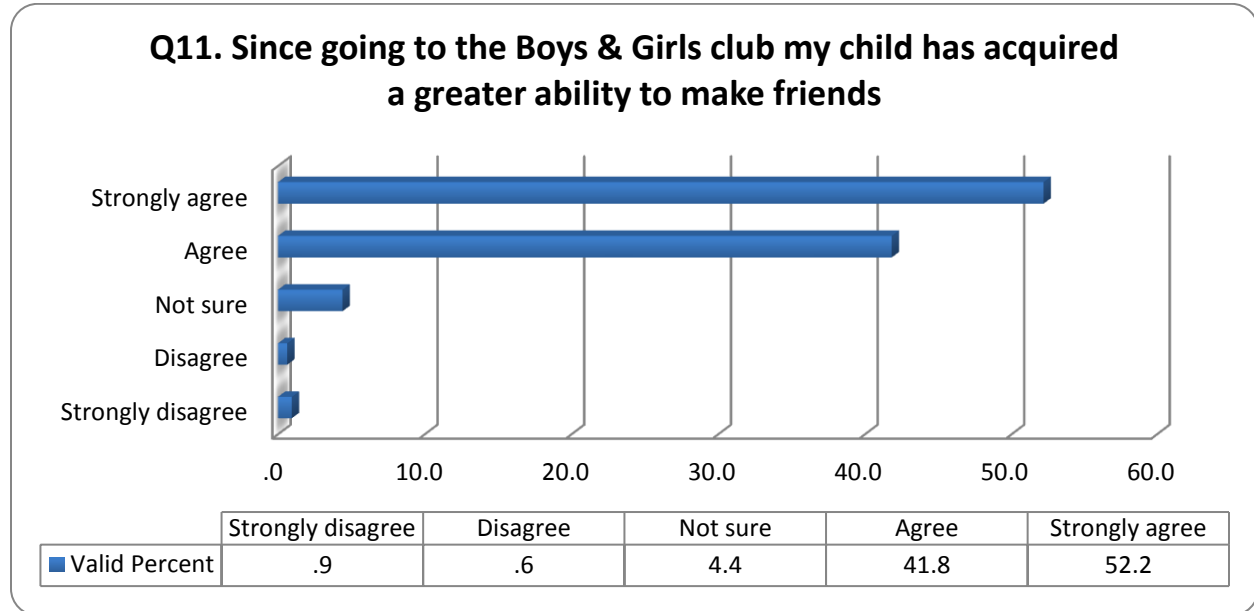
#### 4.2.4) Parent Opinions on Impact of the Clubs on their Children

In some ways, parents know their children better than their children might know themselves. As such, the parent survey included many questions that asked parents about the impact of the Clubs on their

children. The data from these questions can be used to assess the impact of attending the Boys & Girls Clubs on Club members.

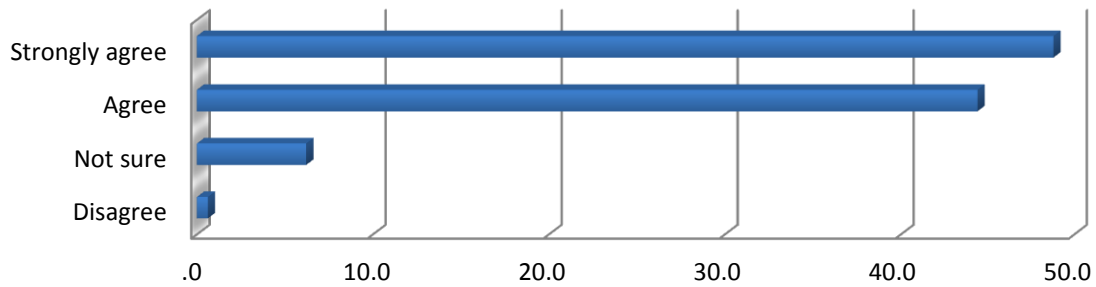
In order to organize this data, the questions have been examined in three separate categories. The first considers questions relating to social and emotional skills, the second considers academic achievement and promise, and the third considers the impact on nutrition and physical activity.

**4.2.4.1) Social and Emotional Skills**



Social skills and the ability to make friends are critical to leading an emotionally healthy life. There is widespread consensus amongst parents that Club attendance has allowed their children to better acquire friends. Specifically, 88.7% of parents either agree or strongly agree that their children have developed this skill set since joining the Clubs.

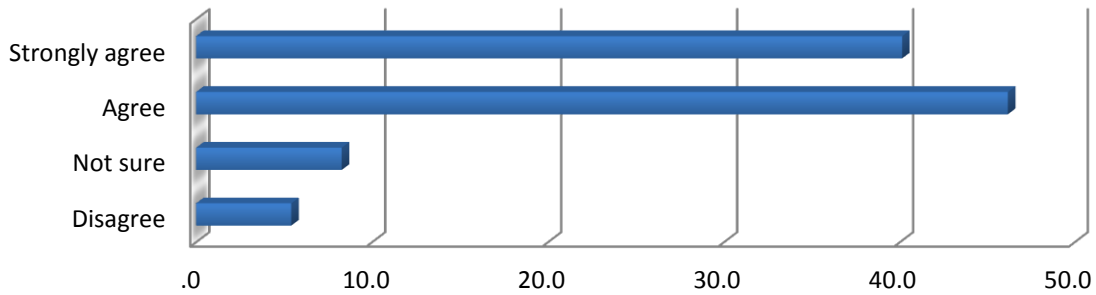
**Q12. Since going to the Boys & Girls club my child is showing more confidence in Him/herself**



	Disagree	Not sure	Agree	Strongly agree
Valid Percent	.6	6.2	44.4	48.8

Self-confidence is another important key to happiness. Yet again, Club attendance has made children more confident in themselves according to parents. 93.2% of parents agree or strongly agree that their children have become more confident in themselves since going to the Clubs.

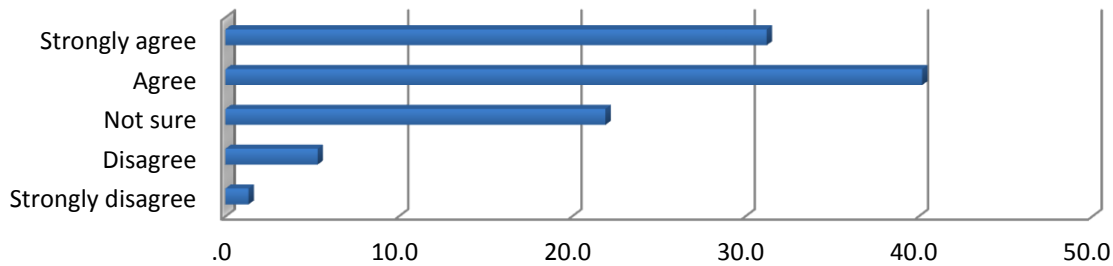
**Q13. Since going to the Boys & Girls club my child is demonstrating a greater ability to get along in the family**



	Disagree	Not sure	Agree	Strongly agree
Valid Percent	5.4	8.3	46.2	40.1

In addition to their relationships with their friends, interactions with parents and others in the family can be quite telling indicators of a child’s emotional wellbeing. According to the vast majority of parents (86.3%), Club members have shown greater ability to get along in the family since attending the Clubs.

**Q19. Since going to the Boys & Girls club my child seems more interested in doing volunteer work**



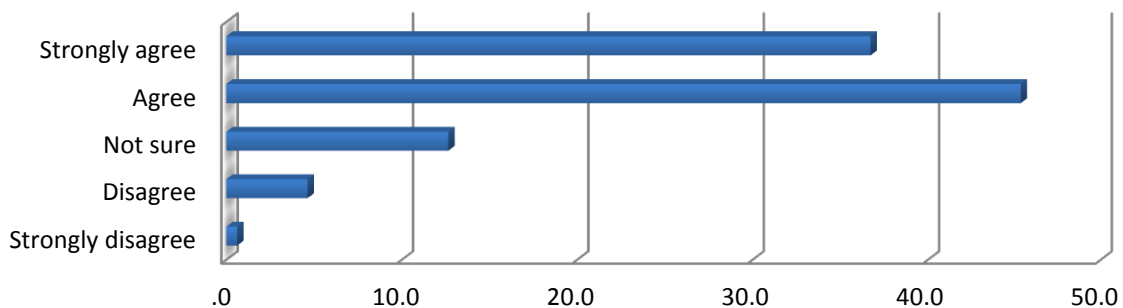
	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
Valid Percent	1.3	5.3	21.9	40.2	31.2

Empathy for others and the willingness to volunteer to help the community are signs of emotional maturity. Moreover, the willingness to volunteer may be influenced by contact with an organization that utilizes many generous volunteers. The propensity to volunteer may indicate that the youth is being positively influenced by those in the Clubs.

The data is encouraging. The majority of parents (71.4%) indicate that their children are more interested in volunteer work since participating in the Boys & Girls Clubs.

**4.2.4.2) Academic Achievement and Promise**

**Q14. Since going to the Boys & Girls club my child has shown improvement in his/her school performance**

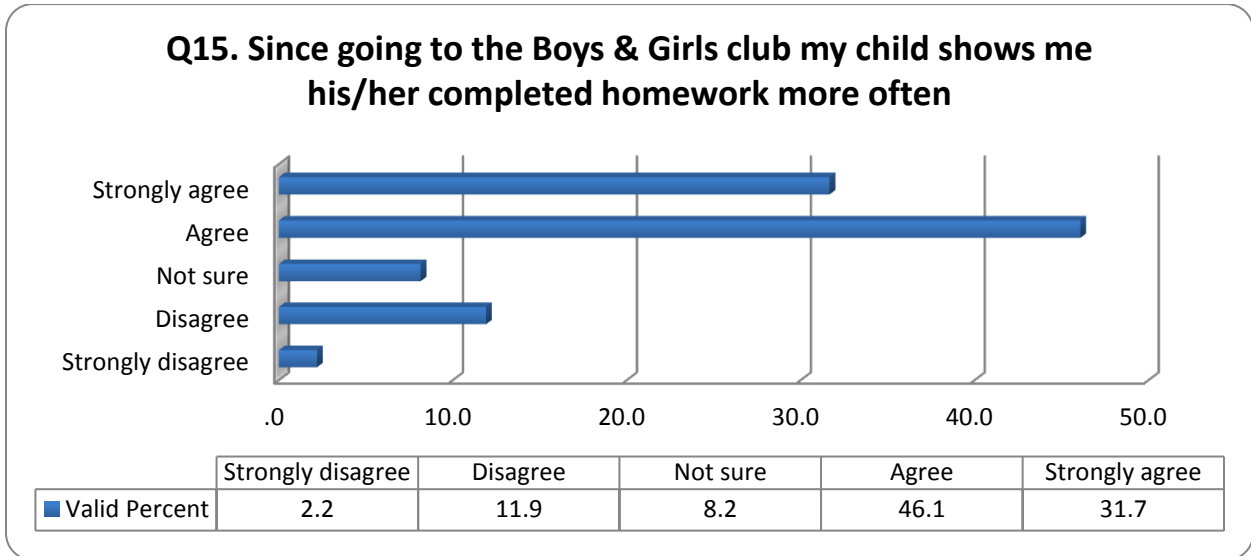


	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
Valid Percent	.6	4.6	12.7	45.4	36.7

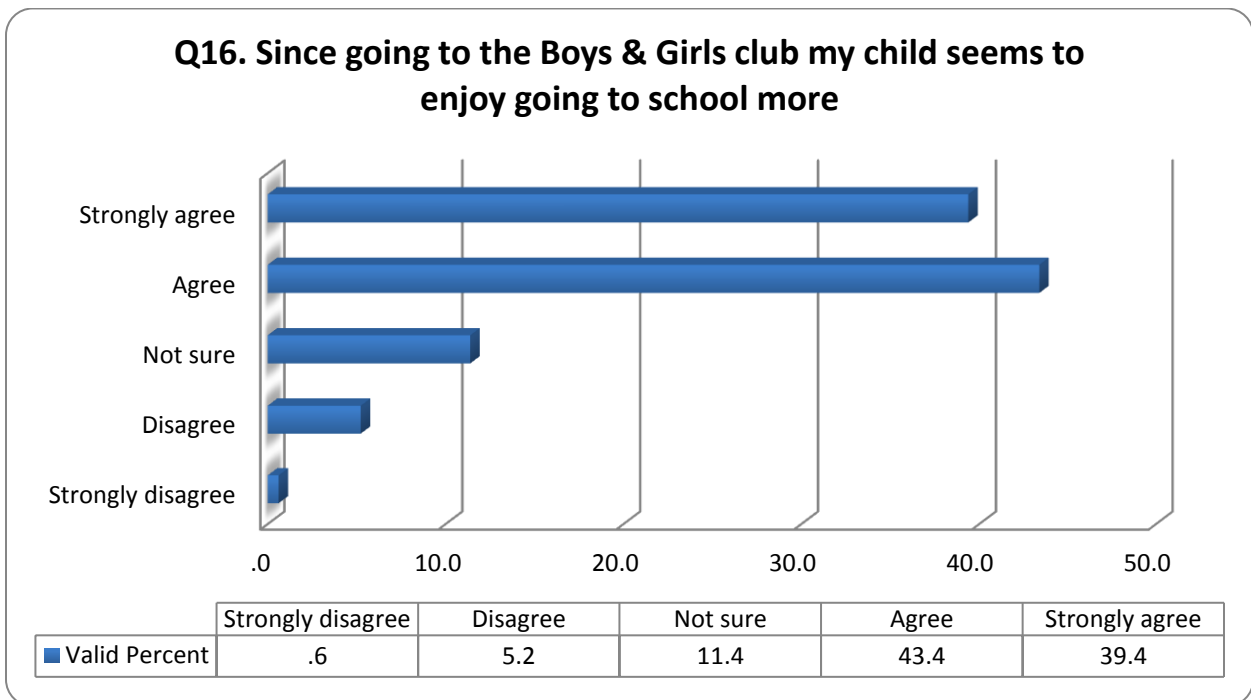
According to the results of the survey, parents report that their children have improved performance in school since attending the Boys & Girls Clubs. Specifically, 82.1% of parents either agree or strongly



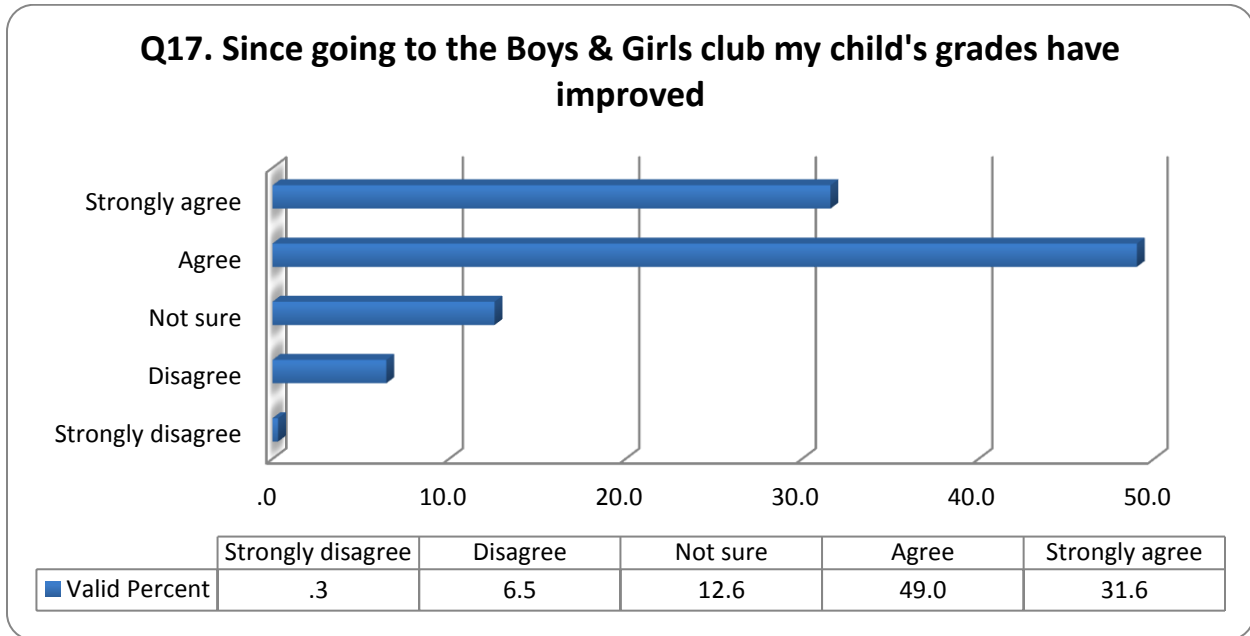
agree that they have observed this pattern. Only 4.6% disagree or strongly disagree that such improvement has occurred.



One way for parents to observe the study habits of their children is through their children showing them completed homework. 77.8% of parents have observed their children showing them completed homework more often since attending the Boys & Girls Clubs.



There is also broad consensus among parents that their children enjoy going to school more since attending the Boys & Girls Clubs. 82.8% of parents agree or strongly agree that they have seen such improvement.

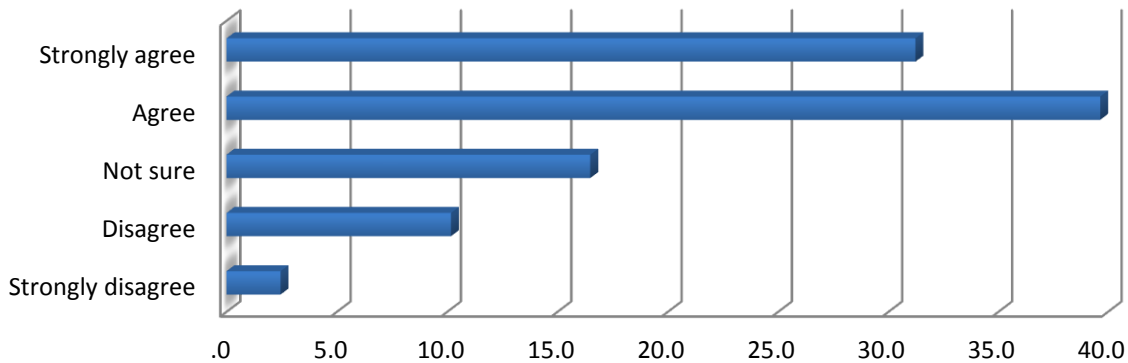


Many of the academic improvements parents have observed in their children are also corroborated by improved grades. Grades are a particularly objective measure of Club member performance and indicative of long term prospects. The data is similarly impressive in this regard. The majority of parents (80.6%) have observed that their children’s grades have improved since attending the Boys & Girls Clubs. Only 9.8% of parents disagree or strongly disagree about whether such improvement has occurred.

**4.2.4.3) Health and Nutrition**

Finally, parents are also in a great position to see the sort of decisions made by their children regarding nutrition and physical activity. As such, the survey included several questions designed to understand the impact of the program on Club members’ health.

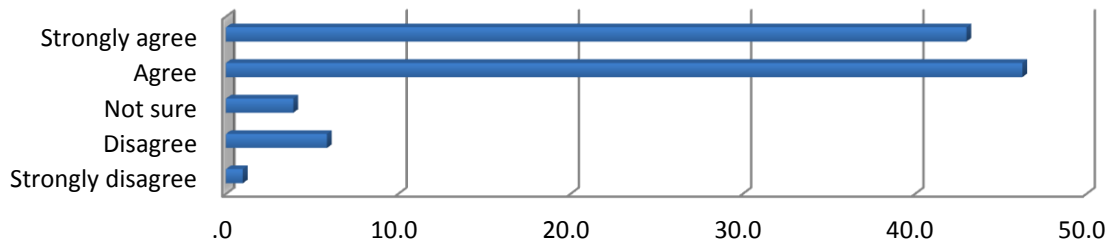
**Q20. Since going to the Boys & Girls club my child makes better choices when it comes to choosing food or drinks**



	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
Valid Percent	2.5	10.2	16.5	39.6	31.2

Parents generally report that their children have made better choices when it comes to choosing foods and drinks since attending the Boys & Girls Clubs. The majority of respondents (70.8%) agree or strongly agree that their children made better food choices. Such decision-making skills are critical in ensuring that youth eat nutritious food that is conducive to their long-term health.

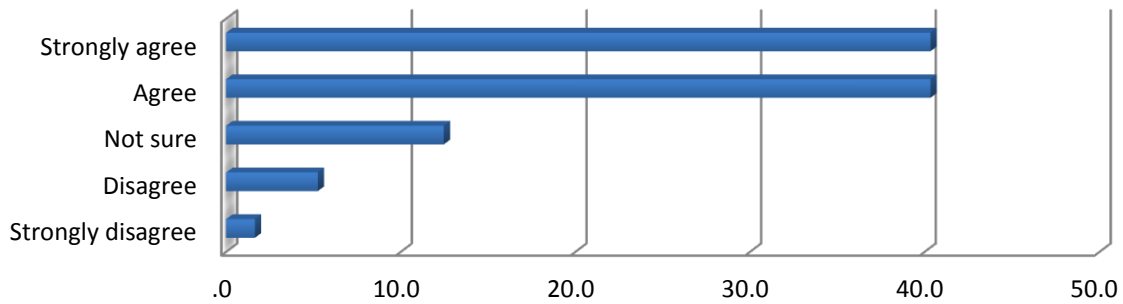
**Q21. Since going to the Boys & Girls club my child shows more interested in doing physical exercise on a regular basis**



	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
Valid Percent	1.0	5.9	3.9	46.3	43.0

The vast majority of parent respondents (89.3%) agree or strongly agree that their children have shown more interest in regular physical exercise since attending the Boys & Girls Clubs. This is a significant finding since physical activity not only staves off obesity but it can help improve youths in other ways, from having better cardiovascular systems to having greater emotional confidence.

**Q22. Since going to the Boys & Girls club my child spends an hour or more a day doing exercise when at the club**

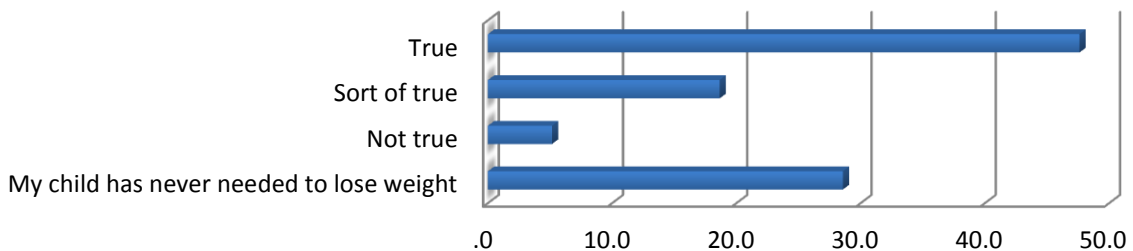


	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
Valid Percent	1.6	5.2	12.5	40.3	40.3

Doing regular exercise for a certain period of time during a day is highly desirable and recommended by many government-funded programs. Some 80.6% of parents agreed or strongly agreed that their children spend an hour or longer doing exercise during a day when they are in the Club environment.

Physical exercise has a variety of benefits, from improved cardiovascular health to reduced levels of stress. One particularly important benefit of exercise is that it can help Club members reach a healthy weight level. Given the fact that many youths face problems of being overweight and obese, any program that can help students lose weight is beneficial.

**Q23. As a result of regular exercise he/she is making progress towards a healthy weight**



	My child has never needed to lose weight	Not true	Sort of true	True
Valid Percent	28.6	5.2	18.7	47.6

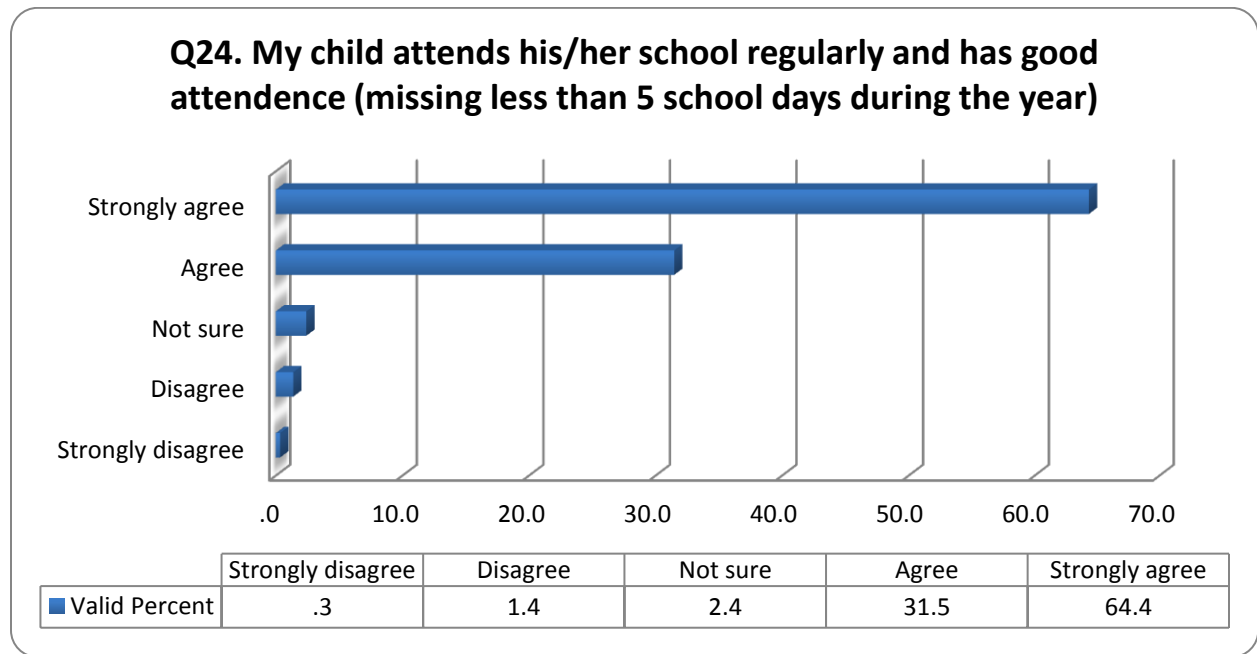
It must be noted that 28.6% of parents indicated that their children did not need to lose weight. This is a promising statistic and such children are fortunate not to face the myriad of risks associated with being overweight. Nevertheless, the remaining 71.4% of children may be in need of losing weight based on the responses of parents. For these children, the services provided by the Clubs are particularly important.

A majority of parents (66.3%) indicate that it is true or sort of true that their children are becoming less overweight as a result of physical exercise. However, as a proportion of those who are potentially overweight, 93.0% of parents indicate that their children are making progress towards reaching a healthy weight as a result of regular exercise.

Given the fact that regular exercise is a part of the Club program, it is clear that the Boys & Girls Clubs are playing a vital role in helping the children of these parents become less overweight.

**4.2.5) Information on Students’ Academic Achievement and Aspirations**

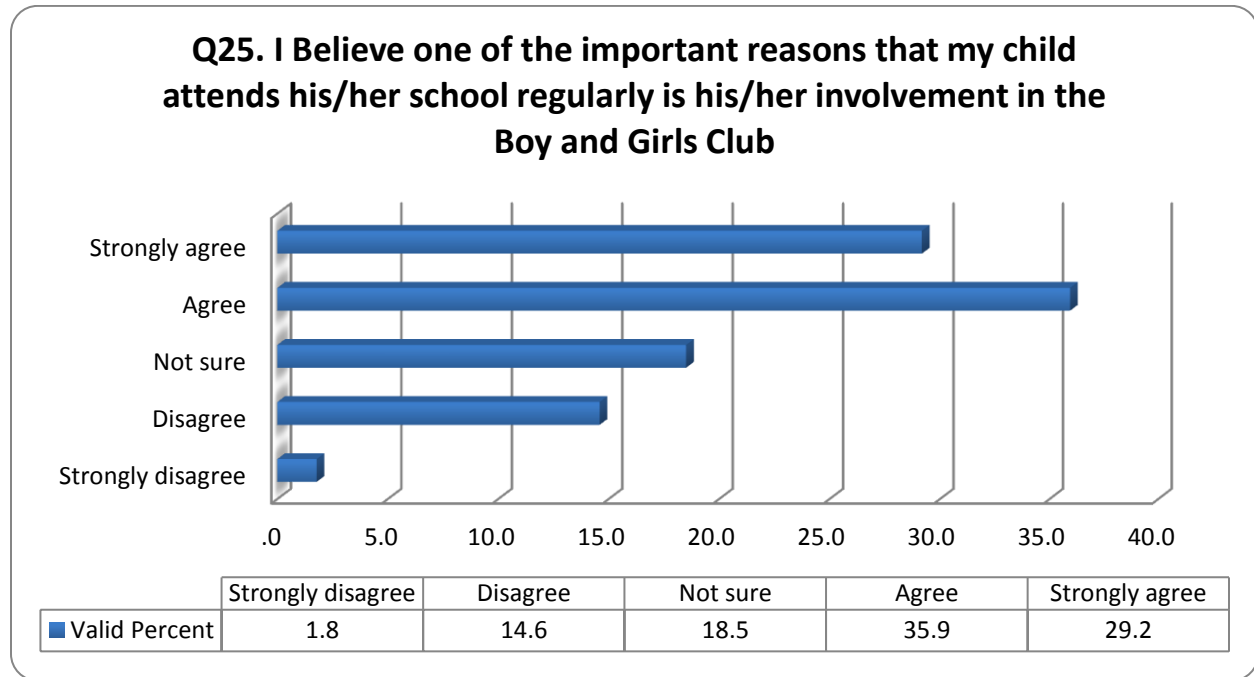
Beyond the direct impact of Club attendance on students’ academic achievement, the survey also asked parents to give more general information on their children’s academic achievements and objectives. Such information can be used to learn more about the children served by the Boys & Girls Clubs.



Having a good attendance record in school is an important factor in whether a student becomes academically successful. Missing school can often lead to a student falling behind and becoming

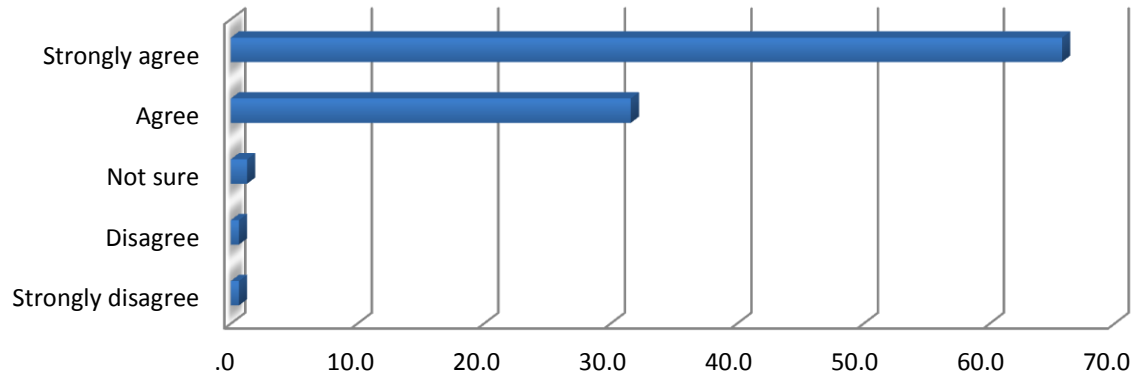
frustrated with their studies. As such, good attendance (defined as missing less than five school days during the year) is an important indicator of academic success.

The vast majority of parents (95.9) agree or strongly agree that their child attends school regularly and has good attendance. This data is very promising and shows that many children in the program are attending school regularly and not falling behind in their classes.



There can be a variety of reasons for the strong attendance records reported by parents. As such, the survey attempted to determine the influence of the Clubs on regular school attendance. More than three out of five parent respondents (65.1%) indicate that they agree or strongly agree that one of the important reasons that their children attend school regularly is their membership and attendance in the Boys & Girls Clubs. This question shows the vital role the Clubs play in providing a positive academic influence on their Club members.

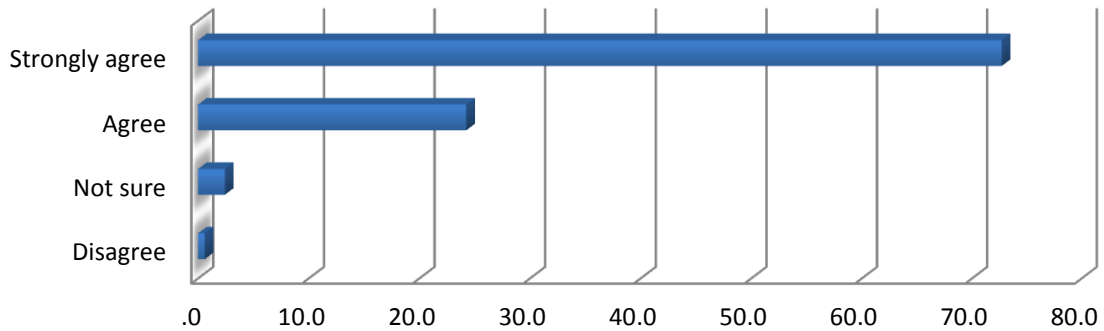
### Q36. My child talks about higher education and its importance



	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
Valid Percent	.6	.6	1.3	31.6	65.8

Having ambitions and goals can help motivate children academically. One indicator of ambition can be whether or not a child talks about pursuing higher education beyond high school. Almost all parents (97.4%) agree or strongly agree that their children discuss these goals and their importance.

### Q37. My child is sure that he/she will attend college after graduating from high school



	Disagree	Not sure	Agree	Strongly agree
Valid Percent	.6	2.4	24.2	72.7

The vast majority of parent respondents almost all parents (96.9%) agrees or strongly agrees that their children believe they will attend college after graduating from high school. This data further corroborates the fact that children of these parents have high academic ambitions.

In brief the results of both surveys show the pivotal contribution of the Boys & Girls Clubs to the economic and social wellbeing of tens of thousands of Club members and their families throughout the state of Florida.



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