

	Metric	2019 Actual	2025 Goal
1 Serve More Kids, More Often	# of members served annually	6,938	10,000
	# of teens served annually	2,048	3,000
	Average daily attendance	2,784	4,000
	Members attending 3x or more per week	55%	65%
	Teens attending 2x or more per week	39%	45%
2 Achieve Greater Impact with Kids	Overall Club experience	#18 out of 28 Largest BGC Orgs	#10 out of 28 Largest BGC Orgs
		38%	60%
	# of teens graduating w/ placement	96	250
	% of parents likely or very likely to recommend their Club to a friend, family member or colleague	n/a	80%
3 Realize a Strong Financial Position	Days of cash on hand (monthly avg)	21	30
	# of individuals giving \$25K+ annually	12	25
	# of members in planned giving society	28	50
	# of companies giving \$50K+ annually	9	25
	Total fundraising revenue	\$15.8M	\$17.7M
	Cost to serve a member	\$7,591	\$6,000
4 Build Diverse & Effective Leaders	% of positions filled by internal candidates	50%	60%
	% of racially diverse candidates interviewed for a Sr. Director position or higher	n/a	50%
	% of board members from racially diverse backgrounds	26%	50%
	% of county board members from racially diverse backgrounds	36%	50%
5 Promote a Culture of Equity & Inclusion	Overall employee inclusiveness score (6=strongly agree)	5.1	5.35
	% of employees who would recommend BGCMA as a great place to work	73%	90%
	Part-time employee turnover	54%	45%
	Full-time employee turnover	18%	15%