

EXHIBIT B

This exhibit is intended to outline the use and program of the Facility to be constructed on the leased property. The parties recognize that the types of services and the methods for delivering services will evolve over time due to changes in technology, legal requirements and the needs of the children and community being served. The parties agree to mutually collaborate on any substantial changes that may be necessitated in the future.

I. Organization Overview

A. Mission and Approach

The mission of the Boys & Girls Club of Central Virginia (BGCCVA, the Club) is simply stated: *To enable all young people, especially those who need us most, to realize their full potential as productive, caring, responsible citizens.*

The Club's approach includes the following characteristics:

- Members belong to their own "club" because it is important for young people to be part of an organization that is their own.
- The Club has full-time professional leadership, supplemented by part-time staff and volunteers. Professional staff consists of trained adults who know that we cannot achieve our goals without personnel who forge relationships with our members in order to influence their ability to succeed in life.
- The Club is open to youth from ages 6 to 18.
- The Club makes sure that members can afford to belong. Membership dues are \$35 for the entire year as of the date the Lease is signed by the parties, and even this nominal amount is frequently waived to ensure all interested children can afford to participate in our activities.
- The Club is building-centered. Club programs are conducted in a friendly atmosphere dedicated to its purpose;
- The Club has an open door policy. During hours of operation, members may come at any time that the Club is open to their age group, and they are not obligated to remain at the Club.
- The Club is for boys and girls of all races, religions, and cultures, and is non-sectarian.
- The programs are varied, and respond to the special needs and interests of boys and girls.
- The Club is guidance-oriented. Staff and volunteers assist members in making good choices and help to forge relationships among young people, their peers, and adult leaders.

B. Leadership & Staffing

1. Leadership

The Boys & Girls Club of Central Virginia is governed by an active, committed Board of Directors. Club operations and programs are overseen by the Chief Executive Officer and the Chief Operating Officer. At the Facility, a full-time Unit Director and a full-time Lead Program Coordinator manage daily operations and programs, supported by part-time staff members and volunteers.

2. BGCCVA Recruitment Plan

To promote the safety and well-being of Club members and staff, and based on past expansion experience, BGCCVA will implement a phased plan for the new Facility that includes recruiting, onboarding, and training Club leadership, as well as full-time and part-time Club staff. Experienced staff from the existing Jack Jouett Club will be joined by qualified new staff, to achieve an expected staffing ratio of one staff member for every 15 Club members. As per organizational policy, background checks will be completed for all staff and volunteers as part of the hiring and recruitment process.

The Club's ongoing staffing recruitment strategy will include participating in and hosting job fairs, advertising job openings, establishing social media presence, working with ACPS on innovative staffing models including school personnel, advertising, and leveraging technologies and applications in the marketplace. While establishing the new Club, additional strategies will include hosting open interviews on a weekly basis; implementing an aggressive marketing campaign; recruiting at UVA, PVCC, and other institutions; and soliciting employee referrals.

3. BGCCVA's Retention Plan

BGCCVA's retention plan begins with hiring professional and experienced staff dedicated to serving young people, offering competitive compensation, including wages and benefits, and promoting professional development opportunities, including opportunities for advancement within the organization. BGCCVA's retention plan focuses on establishing a positive organizational culture for all employees that fosters a fulfilling employment experience using the following strategies: offering paid training opportunities for all employees, implementing an employee recognition program, offering selected benefits to eligible part-time employees, and holding employee feedback sessions.

4. BGCCVA's Supervision and Safety Training Plans

BGCCVA is committed to supporting the physical and emotional safety of all Club members by implementing supervision and safety training plans for all program staff. Supervision and safety are significant and required components of the onboarding process for all full- and part-time staff. To keep staff apprised of protocols, the Club

conducts regular drills and trainings throughout the year. BGCCVA also holds annual First Aid and CPR training for all staff. In addition, managers are required to assess areas of risk using Boys & Girls Clubs of America (BGCA)'s assessment tool and to implement everyday best practices.

The goals of staff safety training are to affirm that young people: 1) feel physically and emotionally safe; 2) are able to form positive, healthy relationships with staff and peers; and 3) can engage fully in programs and activities. Establishing a safe, positive environment is an important step in achieving youth engagement because it helps to forge trust and a sense of belonging. Staff members are expected to do their part to make the Club members experience one of inclusion, and free from judgment and bullying. As a result, youth learn to be empathetic and caring because the adults in the Club consistently model these traits.

5. BGCCVA's Professional Development Strategies

BGCCVA recognizes that providing high quality and frequent professional development opportunities is key to staff engagement and satisfaction with the employee experience, and essential to the Club's goal of professionalizing youth development. Examples of professional development offered in 2019 include, but, are not limited to:

- Learning sessions designed by the Club and with peer organizations, with topics including:
 - Youth development methods to include positive redirection and developmental milestones of youth
 - Quality programming to include how to develop and facilitate engaging youth programs
 - Management training to be more efficient people managers, process managers, and time managers
 - CPR training,
 - Mandatory reporter training
 - Annual anti-harassment training focused on an inclusive and respectful workplace culture to include types of harassment, reporting incidents, harassment prevention, etc.
- Performance Appraisals of staff regularly throughout the Club year, and
- On-the-job coaching that promotes continuous feedback and training.

II. Program Overview

A. Members Served

1. The facility will have the capacity to serve 300 members daily on average.
2. Each member is offered over 1,500 program hours annually.
3. Affordable programs for only a \$35 membership fee with scholarships available.
4. Club membership is open to young people, ages 6 to 18.

5. Hours of Operation:
 - a. School year – 4 hours per day during regular school days
 - b. Summertime, and other full-days – Approximately 10 hours per day, beginning before the traditional workday and continuing until after the traditional workday.

B. Key Characteristics of the Program

1. A collaborative model between ACPS and BGCCVA to help bridge the gap between students' school lives and their home lives.
2. Key deliverables that support the ACPS's goal of preparing students with the lifelong-learning skills they need to succeed as 21st century learners, workers, and citizens.
3. Opportunities that expose students to experiences as global learners.
4. Strategies for family support that lead to improving student's overall quality of life.
5. Strategies for accommodations that provide access in a fair and equitable manner including transportation, fees, etc., for all eligible students the Club has resources to accommodate.
6. An evaluation component that documents the effects of program design and deliverables
7. Responds to the needs and interests of youth.
8. Includes a mix of youth who represent the diversity of our community.
9. Promotes positive development and resilience of youth by enhancing their competence and sense of autonomy and purpose.
10. Provides activities that are challenging and promotes the development of social and personal skills, maintain high expectations, and teach skills needed for success.
11. Maintain an encouraging, cooperative, supportive, but structured environment that emphasizes participation and collaboration.
12. Provides opportunities for youth to be involved in planning and running the program and to develop or enhance their ability to serve as a resource to their peers and their community.

C. Description of Program

The Club's after school and summer programs address five (5) core areas: character and leadership development; education and career development; health and life skills; the arts; sports, fitness and recreation.

All activities have specific skill goals as well as the underlying objective of instilling a sense of competence, a sense of usefulness, a sense of belonging, and a sense of influence. The Club strives to have an inclusive environment for all members, ages 6 to 18, staying in tune with the topics and trends of interest to all. The Club's array of programs and activities vary from Club to Club to reflect the particular needs, member preferences, available resources, and environment at each location.

The Club's after-school and summer programs employ a variety of proven strategies geared specifically to our target population. Taking best practices from Youth Work

Methods, Boys & Girls Clubs of America, and area public schools, the Club's offerings promote lifelong learning and expose students to experiences as global learners, with priority outcomes around academic success, healthy lifestyles, and service.

Academic support and tutoring are implemented through evidence-based national programs, such as *Project Learn*, which reinforces the academic enrichment and school engagement of youth during Club time. Activities include after-school homework and tutoring time, leisure reading, writing, robotics, team-building, STEM (Science, Technology, Engineering, and Math) and games that develop cognitive skills. *Project Learn* emphasizes collaboration between Club and school professionals to create the best after-school learning environment. Through targeted outreach and mentoring, members identified by school personnel and Club staff as being academically at-risk may receive one-on-one tutoring in subjects for which grade reports reflect failure or decreased performance.

To help bridge the summer learning gap, the Club offers a summer reading program for rising 1st through rising 4th graders. The program promotes early literacy and combats summer learning loss through building knowledge, reinforcing critical reading skills, and offering a variety of age-appropriate texts. Students receive a mix of experiential, direct, small-group, one-to-one and technology-infused instruction centered on a theme throughout the summer. Fluency and comprehension activities comprise the bulk of the curriculum, along with opportunities to strengthen listening and verbal skills. By providing a print-rich environment and hands-on exposure to relevant subjects, the program fosters an appreciation of and investment in reading.

To promote healthy lifestyles, the Club implements the research-based program *Triple Play: A Game Plan for Mind, Body and Soul*, Boys & Girls Clubs of America's first comprehensive health and wellness program, developed with the U.S Department of Health and Human Services. The curriculum comprises Social and Emotional Learning (SEL) goals within each lesson, and is focused around the idea of non-competitive fitness. Youth in *Triple Play* participate in hands-on, interactive nutrition education programs, and at least 30 minutes of physical activity per day. The 30 minutes of activity that youth experience at the Club complement the 30 minutes they are getting in school, and help youth meet the Centers for Disease Control's and American Association of Physicians' recommended standards of physical activity levels of 60 minutes per day, which has proven to lower the risk of obesity. Through fitness and nutrition, maintaining a healthy lifestyle has also been linked to improved academic performance.

In 2019 in our 6-Club network, examples of Club programs and activities, offered in partnership with schools, community volunteers, non-profit and for-profit organizations and businesses, and other youth-serving agencies, that expose students to experiences as global learners are as follows:

Education & Career Readiness

- STEM: (Science, Technology, Engineering, & Math): offered year-round in all Clubs under the direction of a full-time STEM specialist

- Summer Reading
- Power Hour: after-school homework and tutoring
- Career Launch: career exploration and planning for teens
- Investment Club: teens manage a stock portfolio
- Junior Staff Program: teen Club members employed as summer staff to work with younger Club members
- Money Matters: financial literacy
- Math: providing personalized support through ST Math, Khan Academy and general math skills practice
- Field Trips: college visits, the Science Museum of Virginia, Wildrock outdoor exploration

Character & Leadership

- Wagilabs: social entrepreneurship for elementary age kids
- Service Clubs: elementary age members and teens plan and perform
- Club and community service projects
- Youth of the Year: local, state, and national leadership recognition and development program
- Teen Summit: annual event featuring workshops on topics including financial literacy and inclusivity (hosted by UVa's Darden School of Business)

Health & Life Skills

- Cooking & Nutrition
- Road Code: teen safe driving program
- Smart Moves: substance abuse prevention, positive decision making
- Too Good for Drugs: evidence-based substance abuse prevention program based in social/emotional learning
- Mindfulness
- Ready, Set, Action: teaches techniques around emotional awareness and regulation

Sports, Fitness, & Recreation

- CATCH (Coordinated Approach to Child Health): promotes nutrition and non-competitive fitness
- Field Trips: movies, Kings Dominion, water parks, Amusement Square, swimming pools, area trails
- Tennis, Swimming, Running, Cycling
- Golf
- Sports Leagues: basketball, soccer, lacrosse
- Structured and unstructured games
- Expanded Evening and Weekend Hours for Teens

The Arts

- Wednesday Music Club

- Chess Club
- Visual Art, Theatre, Dance
- Music Composition
- Violin
- Gardening/Farm-to-Table
- African Drumming
- Field Trips to performances at The Paramount Theatre, Live Arts, and Altria Theatre in Richmond; visits to The Fralin Museum of Art, McGuffey Art Center, Second Street Gallery, and other indoor and outdoor art spaces; and cultural heritage museums such as the Smithsonian’s National Museum of African American History and Culture

D. Program Strategies Related to:

1. Alignment with ACPS mission

To address ACPS mission and strategic priorities, and create the best possible Club experience for its members, BGCCVA is committed to the following strategies:

- a. Establishing caring relationships through effective hiring and training practices that focus on the positive engagement of youth;
- b. Setting high expectations for members through positive reinforcement, goal-setting, exposure to post-secondary options, and including teens as role models;
- c. Employing positive behavior management;
- d. Promoting teamwork;
- e. Building a supportive Club climate;
- f. Demonstrating intentionality in planning activities and programs;
- g. Communicating regularly with families;
- h. Seeking youth input and agency in programming; and
- i. Maintaining effective Club/school partnerships.

2. Providing Family Support

Through its affordability and accessibility, the Club provides invaluable support and resources to families, especially those in challenging circumstances, whether one or both parents or guardians work, the family is struggling financially, or there is only a single parent or guardian in the household. The Club enables parents and caregivers, whose children would otherwise have limited or nonexistent after-school or summer options, to pursue careers or an education with confidence, knowing that their children are in a caring, safe, and productive environment. The Club believes in serving the entire family and regularly makes their space available to other non-profit community organizations during non-Club hours, and intends to continue this practice in the new facility.

3. Providing Equitable Access

Club membership, while open to youth ages 6 to 18, is targeted to kids who need the program most, regardless of their circumstances, for an annual cost per child of \$15 (teens) to \$35 as of the date the Lease is signed, which is waived if unaffordable. Because of its affordable fees for service, the Club is accessible to ACPS's growing population of economically disadvantaged students, English language learners, and minority populations. Club staff members regularly consult with school personnel to identify candidates for Club membership and tailor opportunities to address specified student needs.

By locating the new Facility on ACPS grounds, the Club will be accessible to students from all of the schools in the immediate vicinity including Greer Elementary, Jack Jouett Middle School, and Albemarle High School, as well as those a short distance away including Agnor-Hurt, and Woodbrook.

4. Evaluation of Program

The Club implements a continuous program quality improvement process at each Club site and at the organizational level in order to offer the highest level of service. Data is collected in a multitude of media to provide a comprehensive overview of impact. Examples of evaluation methods employed in 2019 include:

- a. The Youth Program Quality Assessment (YPQA) tool, developed by High Scope Educational Research Foundation
- b. The National Institute on Out-of-School Time (NIOST) Healthy Eating and Physical Activity Standards
- c. Local Club member responses to the BGCA National Youth Outcomes Initiative survey
- d. Results from member-completed surveys to develop program improvement plans
- e. An annual safety assessment.
- f. BGCCVA's evaluation process for academic achievement focuses on grade report outcomes (received from the schools), especially for members identified as most at risk for academic failure, as well as members' self-reporting of post-secondary academic expectations.
- g. For Summer Reading, fluency and comprehension are assessed by outside evaluators using Scholastic's 3-minute Reading Assessments: Word Recognition, Fluency, and Comprehension. Assessments of student learning throughout the unit include observations, projects, anticipation guides, work samples, and exit slips.

E. Operational Resources and Logistics of the Program

1. Operational Expenses

BGCCVA will build and operate the free-standing Club Facility. The Club is responsible for all expenses related to the operation and programming of the facility. Operating costs will be covered through the Club's annual operating plan. The Club will provide all human resource services, as well as community partnerships with

volunteers, area non-profits, businesses, and youth-serving agencies.

2. Facility Use by ACPS

When the Facility is not in use by the Club, and with the prior consent of and coordination with Club management, BGCCVA will offer building space, at no cost, for use by ACPS students, staff, and administration. This could include, but is not limited to, gym activities, outdoor and indoor sports, teacher training, in-service days, and meetings.

3. Mutual Training Opportunities

BGCCVA offers training throughout the year for its professional staff and will invite ACPS staff to participate in any available trainings including Youth Work Methods, as well as training provided by Boys & Girls Club of America, among others. The Club will make available professional, volunteer, and mentorship opportunities for ACPS teachers and staff. ACPS will inform Club of relevant ACPS teacher training opportunities.

4. Communication

Both parties will have regular and timely communication to facilitate logistics and coordination of the program and the Facility. The Club will have regular communication with teachers and guidance counselors to offer academic support for ACPS students who attend the Club.

5. Transportation

To promote equitable access to the Club's after-school program, ACPS will provide bus transportation to the Club each day from Agnor-Hurt and Woodbrook Elementary schools when schools and the Club are open and operating on a regular schedule.

6. Data Access

BGCCVA will continue all efforts to support the success of its Club members by sharing information including enrollment, attendance, and academic and discipline records at the Club where feasible.