

Club Technology

PLANNING GUIDE



**BOYS & GIRLS CLUBS
OF AMERICA**

Lenovo™



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INTRODUCTION

Over the past decade, we have witnessed a significant shift in how young people socialize, play and learn. These activities have always been important parts of a strong Club Experience; in the past, these activities took place among staff and young people in the Club, in person. Now, young people are socializing, playing and learning both in person and digitally, both inside and outside the Club. Of all teen Club members, 76 percent use social media regularly, and 72 percent play video games regularly. More than half of young people “have made a friend online.”

What this really means is that Boys & Girls Clubs have more opportunities – by using digital technologies – to reach young people and engage them in activities that help them achieve positive outcomes. The activities and content we provide through digital channels must be just as robust, from a youth development standpoint, as what we offer in our physical Clubs.

That’s why Boys & Girls Clubs of America is producing digital systems to help Club leaders capitalize on what digital can do. For instance, the 2017 My.Future platform will provide opportunities for young people to learn about important topics, earn recognition for their work, and share the media they create with users throughout the Movement. Upcoming membership management systems will help keep costs low for Clubs, while delivering a quality product. Digital infrastructure and vision isn’t solely important for youth engagement; it’s also critical to the operation of a 21st century Club organization.

This guide is designed to help you – the CEO, Technology Director or outside consultant – to help shape the digital Club Experience into one that matches what young people know and expect of their Boys & Girls Club. The resources in this guide will help you operate a strong organization, recruit young people and keep them engaged well into the 21st century.

THE DIGITAL CLUB EXPERIENCE

Imagine your Clubhouse in a few years. It looks much like your Club does today. Kids still enjoy the gym and the outdoors. Perhaps you have a garden or a music studio. Young people come because of the positive relationships you and your staff provide, because their friends are there, and because it's a warm and welcoming place.

Beneath the positive atmosphere is a very robust digital infrastructure. It mirrors the infrastructure many of us enjoy each day as we drive to work, purchase a coffee, or consume media in our homes. It's similar to, but perhaps even stronger than, the infrastructure young people access in their schools.

The following services are essential to this vision of the digital Club Experience:

CORE SYSTEMS:


- Managed Wi-Fi and internet available for all members
- Sufficient broadband (internet speed) for all staff and members to be online simultaneously
- Appropriate internet filtering technology in place
- At least 15 working desktop and/or laptop computers available

HOMEWORK SUPPORT KITS:

- At least 15 working tablets with keyboards to support youth homework completion (may increase to 30+ depending on ADA and need)

EXPERT-FOCUSED COMPUTING KITS:

- Two dedicated machines suited for movie production, audio editing and/or robotics, with equipment to match (e.g., two video cameras for movie production, a sound studio for audio editing, multiple robotics kits)
- 15-30 mobile tablets for youth to use during Power Hour or other homework time(s)



HOW TO USE THIS GUIDE

NOTE: The contents of this guide were created in March 2017. The printed version will be out-of-date by January 2018. Information about bandwidth requirements, hardware specifications and costs will become outdated most quickly. For the latest digital version of the information included in this guide, please refer to BGCA.net/Technology.

1

First, skim the contents to familiarize yourself with all the tools and resources available.

2

Use the assessment in this guide to evaluate your organization's Technology Plan, if you have one.

- Arrange a one-hour conversation with the CEO, unit director(s) and technical contact (technology staff and/or external technology consultant).
- If you don't have an existing Technology Plan, discuss the need to create one.

3

Use the resources in this guide, including the template in the Appendix, to complete a new or revised Technology Plan.

4

Consult the resources in this guide for support as you implement your plan.



**BOYS & GIRLS CLUBS
OF AMERICA**

Club Technology Assessment



SECTION 1: NETWORK ENGINEERING

As more and more software and content moves to the cloud (which means it's stored and accessed via the internet, rather than your computer or other on-site hardware), Clubs require reliable and fast networks with internet connection. Many components are needed to accomplish this: wired network devices, wireless devices and security devices. The following questions cover these aspects in order to identify and evaluate key areas of your network infrastructure.

This portion of the assessment will help determine whether your Club has the sufficient network infrastructure to support your Club's size and unique needs.

The first series of questions requires you to refer to the Internet Broadband Worksheet on Page 19. You should run the related tests at the Club location you are assessing, or ask a staff member at the Club to run this test and report the results to you.

This portion of the assessment will help determine whether your Club has the sufficient network infrastructure to support your Club's size and unique needs.

COPY THE ANSWERS BELOW FROM THE INTERNET BROADBAND CONNECTIVITY WORKSHEET, PAGE XX.

1. Do you have a router other than the modem/router your internet company provided?

Yes / No
2. Do you have a router with an integrated wireless access point (Wi-Fi)?

Yes / No
3. How many wireless access points, or routers with integrated wireless access points, are in the Club?

#
4. Have you placed your wireless access point centrally in your Club, or in a particular location for best reception?
5. Is your Club a single-room space?

Yes / No
6. Does your Club contain other access points you do not control (e.g., school campus wireless)?

Yes / No
7. Do you utilize these other wireless access points?

Yes / No
8. Do you have wireless access points separate from your router (e.g., Ubiquity, Ruckus, Cisco)?

Yes / No
9. For wired connections, are you using switches or routers?

Switches / Routers
10. Do you currently have a content filtering device or DNS filtering service, such as OpenDNS or Smoothwall?

Yes / No
11. Who manages the content filter rules? Is there a written policy in place so that someone else could manage the content filter rules should the current person leave?

12. On Windows systems, is Windows Defender enabled and kept up-to-date?

Yes / No
13. Do you have any of the following between your wireless access point and the wireless devices: mason walls, structural walls for second story, electrical conduit in walls or a microwave oven?

Yes / No
14. Are you using 2.4 GHz (long-range but unreliable) or 5 GHz (shorter range but reliable) for wireless?

2.4 GHz / 5 GHz
15. Has your Club had a wireless survey conducted?

Yes / No
16. How many users does the Club plan to have connected to the wireless network two years from now? Note: This may be the same as projected ADA.

#
17. What kind of wireless devices are allowed and used on your network (e.g., tablets, mobile phones, laptops, desktops)?
18. Do staff and members use separate wireless and/or wired networks, or do they share one network?

Seperate/ Shared
19. Does your Club require use of a password to sign on to the Wi-Fi network?

Yes / No
20. Does your Club require a password to sign into wired devices (desktops, tablets, etc.)?

Yes / No
21. Does your staff know how to manage the password(s) on a regular basis?

Yes / No

WHAT YOUR CLUB HAS NOW:	WHAT YOUR CLUB REQUIRES:
DOWNLOAD (A2)	DOWNLOAD (B6)
UPLOAD (A3)	UPLOAD (B7)

SECTION 2: EQUIPMENT

Equipment provides the foundation for engaging the digital world. In this series of statements, you will be prompted to think about who uses your Club’s technology equipment, and whether those users have what they need to be successful and safe using it.

Who uses your Club’s technology equipment?

		I DON'T KNOW	DISAGREE	SOMETIMES OR SOME CLUBS	AGREE, AT ALL CLUBS
EQUIPMENT	All staff have access to a dedicated or shared staff computer when they need it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Our computers are reasonably fast and provide staff with a productive work environment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Our critical machines and IT equipment are connected to an uninterruptable power supply that will automatically shut equipment down cleanly when the power fails.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	All of our computers have up-to-date operating system software, security and antivirus software.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Our youth-accessed computers and other devices have access controls (i.e., passwords, etc.).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Notes:					

SECTION 3: POLICIES

Policies form the foundation of your work at the Club. Your technology policies dictate what staff and members can and can't do, and what happens when they do something they're not supposed to do. It's important to have printed and signed policies in place, and to ensure staff understand those policies.

Policies dictate what staff and members can and can't do.

		I DON'T KNOW	DISAGREE	SOMETIMES OR SOME CLUBS	AGREE, AT ALL CLUBS
POLICIES	Our Club has a content filtering policy in place that has been updated within the past 24 months.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	We have a policy to help us manage our password storage and management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	We have an Acceptable Use Policy for staff, and all staff have agreed to it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	We have an Acceptable Use Policy for our wireless internet use, and all internet users can access this policy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	We have a Bring Your Own Device Policy for staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	We have a Bring Your Own Device Policy for members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	We let members use their own devices in the Club when it supports program goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	We have a Social Media Policy for staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	We have a Social Media Policy for members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	We have a system for keeping track of which members have signed the Bring Your Own Device Policy, Social Media Policy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Notes:					

SECTION 4: DIGITAL SAFETY

Digital safety is of primary importance. Just like Club safety overall, the digital safety elements of your Club ensure you can be successful in providing youth with a safe, engaging space. This section will help evaluate your Club’s practices and programming.

Digital safety elements help ensure a safe, engaging space.

		I DON'T KNOW	DISAGREE	SOMETIMES OR SOME CLUBS	AGREE, AT ALL CLUBS
DIGITAL SAFETY	We have standard digital safety practices for our members to follow, related to their personal devices.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	All staff feel comfortable managing members' use of personal mobile technology.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	We have taught digital and online safety and security to our members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	We have incorporated cyberbullying prevention into our programming.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	We have a plan in place, and our Club staff know what to do in the case of a cyberbullying or other digital safety incident.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Notes:					

SECTION 5: DATA AND INFORMATION SECURITY

Clubs store large amounts of data about youth, not to mention data about other critical operations like fundraising. In this section, you will be prompted to consider who can access what data, how, and how that access is managed. You will also be prompted to consider how your data is protected by backup and other means.

Who can access what data?

		I DON'T KNOW	DISAGREE	SOMETIMES OR SOME CLUBS	AGREE, AT ALL CLUBS
DATA AND INFORMATION SECURITY	Information about staff and partners is stored in a secure database.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Our Club members' data is password-protected and security controlled.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	All relevant staff can access and update data about the people we work with at any time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Staff can access relevant data from within the office and from outside the office.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	We collect data on the impact of our programs, and all relevant staff can access and analyze this data.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	We back up our important data regularly, store it off-site, and test its integrity regularly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	All systems on our network require a user ID and password for access.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	We have a procedure for adding, changing and revoking system access, based on changes in employment or job roles.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Our system access lists are reviewed periodically, no less than each year.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Our system transactions are reviewed to ensure those who need update capability have it, and to ensure there is adequate segregation of duties.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Notes:					

SECTION 6: FUNDING

In this section, you will be prompted to think about your technology funding from a year-by-year perspective (maintenance-focused), and from the vantage point of what you might spend in the future (e.g., growth and/or replacement costs).

		I DON'T KNOW	DISAGREE	SOMETIMES OR SOME CLUBS	AGREE, AT ALL CLUBS
FUNDING	I know how much my Club is spending on technology equipment, software licensing costs, content filtering, wireless internet access, subscriptions, servers, phones, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	My Club follows a written plan and budget for updating, refreshing or purchasing new technology.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	My Club has used non-profit discounts when purchasing technology equipment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	I am confident that my Club benefits from the investment we make in technology.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	My Club has used non-profit discounts to access internet/broadband.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Notes:					

SECTION 7: PERSONNEL

In this section, you will be prompted to think about the people who make your Club’s technology infrastructure work. Who sets up and maintains your technology, and what does this person need to be successful?

Who sets up and maintains your technology?

		I DON'T KNOW	DISAGREE	SOMETIMES OR SOME CLUBS	AGREE, AT ALL CLUBS
PERSONNEL	A dedicated staff person is responsible for technology in this Club.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	My Club or organization has a written strategic plan for technology, and it has been updated within the last 12 months.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	My organization’s Technology Plan is endorsed by my Board.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	We have a list of our technology assets (i.e., PCs, servers, mobile phones, software licenses, etc.); which includes the purchase date, warranty details, memory details, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	We have sufficient access to computers to ensure staff will continue to be productive when one computer/device stops working.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	At this Club, all staff are aware of the person (staff or vendor) to contact for troubleshooting purposes when something goes wrong with our technology.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	We can rely on the person/vendor supporting our technology infrastructure to fix problems in a timely manner, so our members and staff will not be affected.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Notes:					

SECTION 8: TRAINING

In this section, you will be prompted to think about how your technology-related staff are trained.

		I DON'T KNOW	DISAGREE	SOMETIMES OR SOME CLUBS	AGREE, AT ALL CLUBS
TRAINING	Our staff frequently receive IT training and are familiar with the tools in our Club.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	IT training needs are discussed in annual performance reviews.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	We have an IT training budget that covers the needs of staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Staff can share and find information/documents easily.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Notes:					

BIG-PICTURE REFLECTIONS

Overall, what are your Club’s strengths regarding technology?

Overall, how do you think your Club should improve regarding technology?



**BOYS & GIRLS CLUBS
OF AMERICA**

Resources



SECTION 1: NETWORK ENGINEERING

INTERNET BROADBAND WORKSHEET

21st-century connectivity requires robust broadband access. BGCA has benchmarked outside providers' recommendations. For example, the State Education Technology Directors Association (SETDA), an alliance that seeks to adequately support learning and engagement in schools, recommends 1 Gbps [gigabit per second, or 1,000 megabits per second (Mbps)] per 1,000 users (The Broadband Imperative).

While that level of connectivity isn't currently feasible for Clubs, BGCA recommends a minimum of 250 Kbps (kilobits per second) per member and staff at your Club, based upon ADA calculations. So, rather than obtaining bandwidth based upon the total number of computers in the lab, calculate using the average number of staff and members in your Club. Use the following worksheet to calculate your current state, and to understand what your ideal state might be.

WHAT IS YOUR BROADBAND NOW?	
A1. Visit the website speedtest.net. When the page has loaded fully, click Start Test.	
A2. Record your download speed number:	
A3. Record your upload speed number:	

WHAT BROADBAND DO YOU REQUIRE?	
B1. How many members do you serve on a daily basis?	
B2. How many staff members work on a daily basis?	+
B3. Add these numbers together.	=
B4. Multiply this number by 250.	
B5. Divide this number by 1,000.	
B6. Write the number from Step B4 here. This is your Mbps download requirement.	
B7. Divide that number by 3. This is your Mbps upload requirement.	

Bandwidth requirements are increasing quickly year-to-year.

Using the information you collected above, complete the chart below. This will indicate your current state and the gap you'll need to fill. Turn to the next few pages to learn about service provider options and discounts that may be available in your area.

WHAT YOUR CLUB HAS NOW:	WHAT YOUR CLUB REQUIRES:
DOWNLOAD (A2)	DOWNLOAD (B6)
UPLOAD (A3)	UPLOAD (B7)

PLANNING FOR FUTURE BANDWIDTH NEEDS

These numbers give you a good starting point for the amount of bandwidth your Club requires. However, bandwidth needs will vary based upon the content that users consume and upon the bandwidth requirements that sites, including educational websites, require. In general, bandwidth requirements are increasing quickly year-to-year as websites include more media, and the media gain in video quality and duration.

BROADBAND CONNECTIVITY RECOMMENDATIONS

COMCAST BUSINESS INTERNET SERVICES

Thanks to a partnership with BGCA, Comcast makes it easy for Clubs to get fast internet by offering all plans at 25 percent discount with a one-year agreement.

Complete the form online at: business.comcast.com/landingpage/national/boysandgirlsclub or call 866-626-6961 to speak with a Comcast national account manager. They will listen to your needs, provide a free consultation, and help you choose the right services for your Club(s).

HERE ARE SOME OF COMCAST'S PLANS:

- **INTERNET STARTER**
16/3 Mbps speeds for \$53 a month
- **DELUXE 50**
50/10 Mbps speeds for less than \$83 a month
- **DELUXE 75**
75/15 Mbps speeds for less than \$113 a month
- **DELUXE 100+**
100/20 Mbps speeds for less than \$147 a month
- **DELUXE 150**
150/20 Mbps speeds for less than \$189 a month

HERE ARE SOME OF THE BENEFITS:

- **FAST INTERNET** can help your organization increase productivity
- **RELIABLE** service
- **BUSINESS WI-FI** included standard
- **STATIC IP ADDRESSES** available starting at \$19.95 a month
- **YOU CAN ADD TV AND PHONE** service for a low price

NETWORKING HARDWARE

The network is the backbone of your computing infrastructure. Think of it like your heart and arteries. If they're slow and constricted, you have a lot of health problems. Don't skimp on networking technologies, and don't buy the least expensive device in the store; there's a reason they're cheap. If your network doesn't perform well, nothing connected to it will, either.

It is important to differentiate these devices and roles to better serve your Club.

- **MODEMS:** Help routers talk to an internet provider over a telephone or coaxial (cable TV) wire. Think of them as translators.
- **ROUTERS:** Route your computers' traffic to your internet provider. Think of them as a post office for your internet information, making sure your message to google.com gets to Google's computers in Palo Alto, Calif.
- **SWITCHES:** Devices that split one ethernet connection into multiple, and contain multiple ports to allow more devices to physically plug into the network. Many routers have a four-port switch built in, but if four ports are not enough, you may buy additional switches.
- **WIRELESS ACCESS POINTS (WAP):** Allow wireless devices to connect to the network. Some have internal antennae, while others may have them externally on the device.

MODEMS AND ROUTERS

A router allows devices (such as computers, tablets or even mobile devices) to connect to networks, such as the internet. Internet service providers commonly include an integrated modem/router device, which may contain an integrated switch or integrated wireless access point. Consumer routers for purchase at electronics stores also typically contain an integrated switch and wireless access point.

Generally, the routers built into internet service provider modems are not the best quality. As with modems, wireless access points built into routers are generally not ideal. Having the WAP integrated into the router and modem can sometimes make it difficult to place the WAP centrally in your Club for best wireless coverage, since it must also be plugged into the telephone or cable line.

INTEGRATED FIREWALLS

All routers on the market today contain an integrated hardware firewall, so buying an additional firewall is not necessary. In addition, all versions of Windows, since Windows XP, have an integrated firewall that is turned on by default. Mac OS X contains an integrated firewall that is turned off by default.

SECURITY

It is very important to change the default password on your router, since such passwords are stored in a searchable database on multiple public websites. It is also important to update your router's firmware regularly (at least once a year) to have the latest security patches. It is advised to turn OFF UPnP, WPS and Remote Administration on your router, if it is currently turned on.

SWITCHES

Switches do not route, but they allow more wired connections to be added on the network. Switches are ideal when you run out of ports on your router's integrated switch. This is because routers segregate networks, and each router contains a DHCP server. There should only be one of these on any given network at a time, as having multiples can wreak havoc if misconfigured.

Look for a switch that supports Gigabit, often designated right in the product's name: Gigabit Switch. This will allow for faster speeds on the network, and even on the internet, depending on your bandwidth.

Don't skimp on networking technologies, and don't buy the least expensive device in the store; there's a reason they're cheap. If your network doesn't perform well, nothing connected to it will, either.

CONTENT FILTERING

Boys & Girls Clubs of America recommends Clubs implement internet filtering mechanisms on Club networks. To be clear, content filters are only one part of a multi-faceted safety plan that each Club must tailor to meet its individual needs.

ADVICE AND REGULATIONS

Content filtering is important for many reasons. It protects users and their computers from malware and viruses, and inappropriate, distracting or network-taxing content; and it meets local, state and federal laws and regulations. It is important that, as a baseline, adult content and sites known to distribute malware and viruses are inaccessible to all users on the network.

The Federal Children's Internet Protection Act (CIPA) and Children's Online Privacy Protection Act (COPPA) are among the regulations that may apply to your Club, particularly those Clubs which receive federal funding. Non-compliance with these regulations may put your Club at risk. By law, youth under the age of 13 are not permitted to interact on commercial social media websites without written parental consent. BGCA is creating safe technologies for all members, including the My.Future 2.0 platform, which will roll out to all Clubs in September 2017.

UNDERSTANDING FILTERS

There are three main options for content filtering:

- DNS-based filters
- Hardware filters
- Phrase-based filters

BGCA's recommendation is to combine DNS-based filtering with a transparent, in-line hardware filter for best results.

DNS-BASED FILTERING

DNS is short for the Domain Name System. It lets you enter an easy-to-remember website name, such as BGCA.org, rather than an actual, numeric IP address, like 255.25.1.1.

DNS-based filters categorize websites and use blacklists and/or whitelists of known sites to allow or restrict access. Examples of such filtering include OpenDNS.com and Dyn.com. Many have free versions and instructions on how to set them up. For the most effective enforcement, these filters should be configured on the router itself.

HARDWARE FILTERS

The most effective and detailed content filter is a transparent content filter. This is a hardware device that sits between your router and switch. In this setup, all traffic coming from or going to your internet provider must pass through the filter, which inspects the request for content to determine whether it should be allowed.

Hardware filters can typically do the following things:

BLACKLISTING: A list of sites that are not permitted through the filter. Due to the ever-changing nature of the web, blacklists require frequent updating.

WHITELISTING: A list of sites that are explicitly allowed through the filter. Many Military sites utilize whitelist access controls; that is, only sites specifically added to the filter are accessible. All other sites are inaccessible.

ALGORITHMIC FILTERING: High-quality filters automatically filter based upon criteria the owner determines. With the criteria set, the filter's algorithms then rate pages as users search for or try to access them. For example, your staff may block adult content and gaming websites. The filter will blacklist all sites that contain adult content and all sites that contain gaming content.

Because many BGCA programs include digital gaming components, you may need to manage your filter(s) to allow sites that include educational games, such as Money Matters Sky. Or, you might allow only educational videos on YouTube.com, while blocking the use of the comments section.

PHRASE-BASED FILTERING

Phrase-based filters scan the content of web materials that users are trying to access, and block those materials if they contain certain keywords or phrases that may identify objectionable content. Two phrase-based content filters are SmoothWall (a free service) and iBoss.

STAFF ACCESS

BGCA recommends providing staff with a separate network, including a separate router and access point, to segregate the network between youth and staff.

BYPASS

Many systems allow the use of a username and password to identify a user as a staff member for reduced filtering. Many systems also allow the user of a password to temporarily bypass a page or entire site for a user to access. BGCA recommends that Club staff have the ability to bypass a filter, as many sites can be inadvertently blocked by aggressive filtering techniques. These sites include educational websites that may be required for school homework and BGCA programs.

WIRELESS USERS

Wireless systems generally require a password to identify whether the user is a Club professional or a youth member. Whatever method you choose, even if it doesn't require a password, ensure the content filters meet regulatory and Club standards for youth members accessing the network wirelessly.

SUBSCRIPTIONS

Many content filters require ongoing licenses or subscriptions to continue their use. This should be budgeted for and well documented to ensure ongoing support and compliance.

EVALUATING FILTERING TECHNOLOGIES

When you're considering filters, BGCA recommends you compile a list of questions to ask of vendors, including:

- How long has the company been in business?
- What is the company's philosophy for determining content propriety?
- What techniques and technologies does the filter provide (blacklists, whitelists, algorithmic filtering, etc)?
- How is the filter kept up-to-date? Who has this responsibility?
- If a site or resource is needed for access, what process is required to allow the site through the filter?
- How much does the filter cost? Is it a per-user cost, or a per-Club cost? Are there add-ons or updates that must be included in cost?
- What kind of technical support is available? Is support available at no extra charge, or does it cost extra to access?
- How is the filter software updated? Does it require manual updating by a Club staff member, or is it automatically updated?
- How much control will the Club have over security settings?
- Can the Club set different access levels (access policies) based upon members' ages or other criteria, such as "member" and "staff"?

WIRELESS

Many devices now use Wi-Fi to communicate with wireless access points (WAP). Access points connect to a wired network, usually your Internet Service Provider (ISP). Wi-Fi does not travel equally through all parts of a building, which means that setting up effective wireless networks can be complicated. Clubs have a particular challenge because walls are often made of cinderblock and concrete, which wireless signals can't penetrate. When you create your wireless networks, here are some aspects of design you'll want to understand:

SIGNAL STRENGTH

The wireless signal that emanates from an access point drops in strength with distance, and as it encounters barriers, such as walls. You can roughly gauge signal strength by connecting to a network with your phone or another device, and walking throughout an area. As you move, the signal strength will increase or decrease. For more detailed information, you can perform a wireless survey yourself. For example, the Android App "inSSIDer" can show you real-time signal strength as you move about a building.

Some WAPs allow you to significantly increase the access point power, or "boost" the signal. However, boosting the signal won't always solve a problem with signal strength, because the signal could be encountering other issues, such as rebound (when a signal merely bounces around an area, rather than penetrating its barriers) or interference (when a signal is conflicting with another, similar signal).

Ask a professional to help configure your wireless network for maximum effectiveness.

SIGNAL FREQUENCY (2.4 VS 5 GHZ)

Wireless networks can utilize several different radio frequencies to send their signal to devices. Two of the most common frequencies are 2.4 gigahertz (GHz) and 5 GHz. The difference between them is that 2.4 GHz is slower, but penetrates concrete and other structures more easily. On the other hand, 5 GHz is much faster, but it doesn't penetrate walls easily at all.

SIMULTANEOUS USERS

Wireless internet is shared: many users connect to, and share, a single access point. The greater the number of devices connected to an access point at any given time, the slower the resulting internet traffic will be.

Ask a professional to help you project the number of simultaneous users you are likely to have within two to three years, and to recommend a sufficient number of access points to allow users to connect under this scenario.

CONTROLLING NETWORK, DEVICE AND SYSTEM ACCESS

It is important to control access to the Club's devices (e.g., computers), the network, data files and systems (e.g., member management). This includes but is not limited to:

- On-premises user data, including files and folders stored on computers, the file server, or a network-attached storage device (NAS) created by or for youth
- On-premises staff data, including databases with member information, files and folders created by or for staff
- Cloud data, including files, folders, and databases stored in the cloud for youth and/or staff
- Computer login to access on-premises desktops, laptops, tablets, etc., owned or provided by the Club
- Wireless network access (joining the network via Wi-Fi)
- Internet access (browsing the web via wired or wireless connection)

AUTHORIZATION AND AUTHENTICATION

It is important to identify who should have access to what resources, and to what degree. For example, youth should not be able to access member information stored locally or in the cloud. To safeguard this, and to also more easily identify who has access to what, it is important not to share usernames and passwords.

COMPUTERS

If you have desktop, laptop or tablet computers in your Club, usernames and passwords should be required to access each device. This not only moderates access to the network, but prevents hackers and malware from gaining access to your devices.

If possible, provide a login for each member by using a directory service, such as Microsoft Active Directory. For example, Microsoft Azure offers an integrated suite of cloud services – analytics, computing, web and mobile apps, networking, storage and more. Clubs may be eligible for a \$5,000 grant for purchasing Azure through Microsoft Azure for Nonprofits. For more information on applying for this grant, log onto <https://www.microsoft.com/en-us/philanthropies/product-donations/products/azure>. In the interim, consider changing your passwords either monthly or quarterly for an added level of security.

WIRELESS

When providing Wi-Fi access to devices, it is important to use a WPA2 password to join the network. This ensures hackers cannot join your network to hack into other networks, send spam from the Club network, or steal personal information. It also prevents intruders from intercepting and changing the content of members' websites, such as email or social media, to gain login information, distribute spam or commit user impersonation for fraud.

If you store member data on your network, consider storing it on a separate, secondary network using VLANs, or use a second router. This way, members on the wired or wireless network can't access this content, whether it is password-protected or not.

INTERNET

If you allow BYOD (member devices) to join your network via Wi-Fi or otherwise, and staff have either a separate network or content-filtered username and password to receive less-filtered, or unfiltered access to the internet, it is important to regularly rotate the passwords involved.

ACCESS TO SYSTEMS AND SEGREGATION OF DUTIES

Similar to computers, access to business systems (e.g., accounting and member management systems) needs to be controlled. Each user should have a separate user ID and password, and passwords should be changed every 30-90 days.

UPDATE AND PERIODIC REVIEW OF ACCESS CONTROLS

While it's easy to grant network and system access to new employees, it takes real diligence to update that access when staff change roles or leave employment. Establish a procedure to review staff access upon a change in role, and be sure to cancel all access immediately upon departure from the Club's employment.

Good security practices also call for a periodic review of all user accounts that have access to the network and business systems. This will reveal accounts that were not deleted upon terminating employment, etc. Perform a high-level review of active accounts monthly, and a more detailed business process (e.g., purchasing and payables) authorization review should be performed at least annually.

It is important to identify who should have access to what resources, and to what degree. For example, youth should not be able to access member information stored locally or in the cloud. To safeguard this, and to also more easily identify who has access to what, it is important not to share usernames and passwords.

SECTION 2: EQUIPMENT

TECH CENTER PACKAGES

SMALL CLUB PACKAGE

Your technology needs will differ depending on the size of your Club and its budget. Following are three sample packages to consider.

DESCRIPTION	QUANTITY PER SITE	ESTIMATED COST	SUBTOTAL
Workstation PC Intel Core i7 3770 (3.60GHz) 4GB DDR3 1TB HDD	2	\$900	\$1,800
23" Monitor	2	\$150	\$300
Keyboard and Stand	10	\$50	\$500
HD Projector	1	\$400	\$400
Tablet or Chromebook	10	\$300	\$3,000
Technology Budget:			\$6,000

MEDIUM CLUB PACKAGE

DESCRIPTION	QUANTITY PER SITE	ESTIMATED COST	SUBTOTAL
Workstation PC Intel Core i7 3770 (3.60GHz) 4GB DDR3 1TB HDD	6	\$900	\$5,400
23" Monitor	10	\$150	\$1,500
Keyboard and Stand	10	\$50	\$500
Additional Memory: HP, DDR, 4GB, DIMM, 240 pin	10	\$45	\$450
HD Projector	1	\$400	\$400
Tablet or Chromebook	25	\$300	\$7,500
Tablet Keyboard	25	\$30	\$750
Technology Budget:			\$16,500

LARGE CLUB PACKAGE

DESCRIPTION	QUANTITY PER SITE	ESTIMATED COST	SUBTOTAL
Workstation PC Intel Core i7 3770 (3.60GHz) 4GB DDR3 1TB HDD	15	\$900	\$13,500
23” Monitor	15	\$150	\$2,250
Keyboard and Stand	15	\$50	\$750
Additional Memory: HP, DDR, 4GB, DIMM, 240 pin	15	\$45	\$675
HD Projector	1	\$400	\$400
Tablet or Chromebook	30	\$300	\$9,000
Tablet Keyboard	30	\$30	\$900
USB Webcam 1080p HD	4	\$90	\$360
Mobile Device Physical Management Infrastructure (cabinet)	1	\$1,000	\$1,000
Technology Budget:			\$30,000

WIRELESS CONNECTIVITY RECOMMENDATIONS

Clubs are eligible for a variety of wireless service discounts thanks to BGCA's partners.

AT&T

Visit the AT&T Wireless Promotion for Boys & Girls Clubs website to sign up for discounts on AT&T Club or personal wireless services. At the website, click on the Discounts Registration link at the top of the page. This will take you to a new page where you will click the Online Validation Process link. On the next webpage, you will need to provide your valid Club email address, or your BGCA email address, along with your AT&T Wireless number (if you are an existing AT&T customer) to register. Once you receive an email confirmation, go to the AT&T Premier website/AT&T Premier Online Store to see all of the items you can purchase at great discounts!

If you are a new customer, visit the AT&T Premier Online Store to place your first order and register for the discounts at the same time.

For information on how to register your corporate AT&T Wireless account for discounts, please call AT&T Business End User Care at 800-331-0500 today.

Or to find the AT&T Store closest to you, visit wireless.att.com/find-a-store. Please mention company FAN code: 2639060.

SPRINT

Take advantage of your exclusive 22+ percent savings with Sprint today. There are three ways to get started.

Online: For new Sprint service, visit the website to sign up for discounts on Sprint Club or personal wireless services. Follow the instructions to sign up for new wireless service. When prompted, use the discount code HCHPGBGCZZZ to register for the discount program.

Phone: Whether signing up as a new or existing Sprint customer, call 866-853-4931. Use the discount code HCHPGBGCZZZ to register for the discount program.

Visit a Sprint Store: Whether signing up as a new or existing Sprint customer, use the discount code HCHPGBGCZZZ to register for the discount program.

To find the Sprint Store closest to you, visit Sprint Store Locator.

VERIZON

Go to www.mynpp.com to register for membership with the National Purchasing Partners program. Within one business day, you will receive a confirmation communication including your Member ID. Next, a representative will call to collect information, including your Club's federal tax ID number. Then they will email you a User Agreement.

Within five to seven business days, your Verizon Wireless representative will verify the completion of your

application and provide instructions for how your Club and staff can subscribe to the Verizon discount program to start saving 15 percent on specified plans.

If you have any questions, you may contact National Purchasing Partners at nonprofit@mynpp.com, or call 877-329-8847.

REGISTERED ORGANIZATIONS/CLUBS AND BGCA STAFF – CURRENT VERIZON CUSTOMERS: If you have a Boys & Girls Club or BGCA staff email address, go to www.verizonwireless.com/discount and enter your email address. A confirmation email will be sent to that address.

Open the confirmation email, and click on the link. That will take you to a webpage; click the link: Register Your Line. Fill out the information requested, and then it will give you a confirmation your discount has been added.

If you do not have a Boys & Girls Club or BGCA email address, go to www.verizonwireless.com/discount and click on the link: Don't Have a Work Email Address?

On the new webpage that displays, click on the Discount Eligibility Form link, and complete the form to become eligible for the discount.

REGISTERED ORGANIZATIONS/CLUBS AND BGCA STAFF – NEW VERIZON CUSTOMERS: If you are not a current Verizon customer, you may go to www.verizonwireless.com or your favorite store to purchase your new Verizon phone and service plan.

Follow the Current Verizon Customer instructions above to register for the discount program. If you have any questions, you may contact National Purchasing Partners at nonprofit@mynpp.com or by calling 877-329-8847.

SECTION 3: POLICIES

BUILDING A TECHNOLOGY AND INTERNET SAFETY PLAN

No matter what policies your Club has in place, a Technology and Internet Safety Plan is essential. Below are some elements to consider when customizing your Plan.

Consider the questions below when designing your Technology and Internet Safety Plan.

- What are the procedures for giving members Technology Center and social networking privileges?
- How will Club staff obtain permission for members to use computers and social networking sites from parents?
- How will we ensure adequate staff coverage when young people are using the Technology Center?
- What procedures can we establish to ensure responsible use?
- Which social networking sites are allowed?

Implement the components that follow into your Technology and Internet Safety Plan.

POLICIES AND PROCEDURES

- An **ACCEPTABLE USE POLICY** defines appropriate use of computer equipment and the internet for both staff and members, as approved by the Board of Directors and signed by each staff member and placed in their personnel file.
- A **BRING YOUR OWN DEVICE POLICY** defines if and how members may use their own personal devices at your Club.
- A **CODE OF CONDUCT** lists rules for members that can be written in simple, easy language. Post the Code in your Club's Technology Center. File copies signed by members and their parent/guardian.
- **MEMBERSHIP FORMS** can include a statement that members will have access to the internet in the Club, which parents sign.
- **INCIDENT PROCEDURES** for handling incidents and different internet-based issues should be developed and shared with all staff.
- **CLUB DIGITAL PRACTICES** give staff the ability to positively engage young people in working with their personal devices.
- **INTERNET SAFETY EDUCATION:** Staff must be trained on internet safety in order to protect youth, as well as themselves and the organization. Youth members who use computers and/or the internet should also be trained to use their devices responsibly. Consider using these excellent resources to educate your members.

RESOURCES

- **NETSMARTZ** is meant for the youngest members. Its activities teach online safety and security through simple, fun and interactive games. Find these materials at www.netsmartz.org.
- **COMMONSENSE MEDIA** is ideal for tweens and teens. Programs include the Digital Compass, with excellent games and activities to teach digital and mobile safety practices (digitalcompass.org). Its other product, Digital Bytes, is perfect to help teens think through safety scenarios by producing various media forms (<http://digitalbytes.common sense media.org/>).
- **SPRINT CYBERSAFETY DISCUSSION CARDS** are available through [BGCA.net/ Programs/ Pages/Cybersafety.aspx](http://BGCA.net/Programs/Pages/Cybersafety.aspx). These engage tweens, teens and others in challenging scenario-based conversations to talk, and teach, about online and mobile safety.
- **ADULT SUPERVISION:** No matter what procedures are in place, children should always be supervised by adults when using computers. Such supervisors should be actively engaged with members and aware of what they are viewing.
- Use **INTERNET FILTERS** to help block inappropriate content. Just know, filters do not replace other key components of a comprehensive internet safety strategy, and they are not 100 percent effective at blocking inappropriate content. However, they certainly add another layer of defense from what content streams into your Club.

Use suggested resources to help develop your Technology and Internet Safety Plan.

The following pages include key technology policies your Club should have in place, in addition to your Internet Safety Plan. Be sure to phase them into your Club, using what is appropriate for your level of programming.

CONTENT FILTERING POLICY

Here is a sample content filtering policy. As you craft your policy, consider:

- What age groups have access to the internet directly or indirectly?
- Are your standards different per age group?
- What content are users always allowed to access, sometimes allowed to access, and never allowed to access?
- What content must a member always have staff support to access?
- Which content do staff always have access to, that youth do not?
- What content may never be accessed (e.g., adult sites, malware, academic cheating sites, etc.)?

CONTENT FILTERING POLICY				
Age Group:		Date Created:		
Created by:		Approved by:		
CONTENT OR SITE	ALWAYS FILTER	SOMETIMES FILTER	NEVER FILTER	STAFF ONLY

PASSWORD STORAGE AND MANAGEMENT POLICY

- For free or a nominal fee, use LastPass or a local encrypted password storage program to save unique, strong site passwords.
- Do not use a repeatable or easy-to-guess method for creating passwords.
- Never write your passwords down, where others can see them.
- Never store your passwords in plain text or in a text document on the computer.
- Avoid using dictionary words as passwords, when possible.
- Change your passwords regularly, as determined in your Club’s Technology Policy.
- Weak password management for password-securing member information may violate local, state, and federal rules and regulations.

PASSWORD STORAGE AND MANAGEMENT			
Reminder: Use <u>unique, hard-to-guess passwords for each website and user. Do not re-use passwords.</u> One successful technique is to shorten a sentence and add punctuation. Example: Ostits4s44P.			
SOFTWARE OR WEBSITE	USERNAME	PASSWORD HINT	DATE ADDED

ACCEPTABLE USE POLICY FOR MEMBERS

An **ACCEPTABLE USE POLICY** defines appropriate use of computer equipment and the internet for both staff and members, as approved by the Board of Directors and signed by each staff member and placed in their personnel file.

RESPONSIBLE COMPUTER USE GUIDELINES FOR MEMBERS

Boys & Girls Clubs' ("Club" or "Clubs") computer network and internet access are available to members to enhance their educational experience and help them become literate in an increasingly technological world.

The purpose of this Acceptable Use Policy is to foster the appropriate use of that network, email and the internet. The following guidelines apply to all users, whenever they access any of the Clubs' network connections.

EDUCATIONAL PURPOSE

The Clubs' network has been established for educational purposes limited to classroom activities, school-to-career development and scholastic research on appropriate subjects. The Clubs' network has not been established as a public access service or a public forum. The Club has the right to place reasonable restrictions on the material members access or post through the system. Members are expected to follow this Acceptable Use Policy (as well as other Club rules and policies applicable to members) when in the Technology Center or accessing the network.

The Clubs' network is considered a limited forum, similar to a school and, therefore, the Club reserves the right to regulate that forum for valid educational reasons. The Club will not restrict speech on the basis of a disagreement with opinions you, the members, are expressing.

You should expect only limited privacy with the content of your personal files on the Clubs' network. This situation is similar to the rights you have in the privacy of your locker at school. The Club reserves the right to search your files, if there is a reasonable suspicion you violated this Acceptable Use Policy, Club rules and policies, or the law.

UNACCEPTABLE USES AND PERSONAL SAFETY

You must not post personal contact information about yourself or other people. Personal contact information includes (but is not limited to) home, school or work addresses; telephone numbers; and email addresses.

You must never agree to meet with someone you have met online without your parent's approval. A parent or guardian should always accompany you to such meetings.

You must promptly disclose to a Club staff member any message you receive that is inappropriate or makes you feel uncomfortable.

ILLEGAL ACTIVITIES

You must not attempt to gain unauthorized access to the Clubs' network, or to any other computer system through the Clubs' network. This includes attempting to log in through another person's account or accessing another person's files. These actions are illegal, even if only for the purpose of "browsing."

You must not make deliberate attempts to disrupt the computer system or destroy data by spreading computer viruses.

You must not use the Clubs' network to engage in any illegal act, including, but not limited to, arranging for the purchase or sale of alcohol, tobacco or other drugs; engaging in criminal activity; or threatening the safety of another person.

SYSTEM SECURITY

You are responsible for your individual user account and should take all reasonable precautions to prevent others from being able to use your account. Under no circumstances should you provide your password to another person.

You must immediately notify a Club staff member if you have identified or witnessed a possible security problem.

Do not look for security problems, because this may be construed as an illegal attempt to gain access.

INAPPROPRIATE USE

Restrictions against inappropriate use apply to public message, private message and material posted on web pages. Within reason, freedom of speech and access to information will be honored.

The following are not permitted:

- Sending or displaying unkind or offensive messages or pictures, pornography or hate literature
- Using unkind or obscene language
- Harassing, insulting or attacking others
- Intentionally damaging computers, computer systems or computer networks
- Violating copyright laws
- Using another person's password
- Trespassing into another person's folders, work or files
- Intentionally wasting limited resources (i.e., distributing mass email messages, participating in chain letters, creating or participating in unauthorized newsgroups, and storing files on file servers without proper authorization)

- Employing the network for commercial purposes, political activities or lobbying
- Installing additional software without prior approval
- Using portal or proxy websites

Violations may result in the loss of access, as well as other disciplinary or legal action.

RESPECT FOR PRIVACY

You must not re-post a message that was sent to you privately, without the permission of the person who sent the message.

You must not post private information about another person.

PLAGIARISM AND COPYRIGHT INFRINGEMENT

You must not plagiarize works you find on the internet. Plagiarism is taking ideas, writing or pictures of others and presenting them as your own. It is dishonorable, and it is a prohibited use of this facility.

You must respect the rights of copyright owners. Copyright infringement occurs when you reproduce a work that is protected by a copyright without authorization. If a work contains language that specifies appropriate use of that work, you should follow the expressed requirements. Copyright law can be confusing; therefore, if you have any questions, please ask a teacher or Club staff member.

DISCIPLINARY ACTIONS

Members who violate the Acceptable Use Policy may be denied future internet and/or network privileges for a defined period of time, and may be subject to other disciplinary measures as set forth by Club policies.

By signing below, I agree that I have read, understand and will abide by these regulations.

Member's Name: _____ Date: _____

As the parent/guardian, I acknowledge I have reviewed and read these rules and regulations with my child.

Parent/Guardian Signature: _____ Date: _____

MOBILE DEVICES AND YOUR CLUB

Mobile devices have changed the way young people communicate. Many of our members now have their own phones and tablets, and they use them to text message, access social media and a variety of applications. Such devices have become essential to our members' lives, as well as to our Club programming. Consider how comfortable your Club is with using mobile devices, and determine how to best manage your members' usage.

Seek to integrate mobile technology into your Club's programming. Phones and tablets are powerful tools with free apps available that allow members to learn, create, socialize and explore the world around them. Mobile devices are now a part of the positive Club Experience our members have come to expect.

Of course, balance is needed, and there is a time and place for everything. Be aware of how much time your members spend on their devices, what they are accessing, and when this takes place. In this way, you can help your members use their devices as an effective tool, rather than allowing them to become a dangerous distraction.

This need not be a daunting task. With policies and procedures drafted ahead of time, your entire Club staff, the members and their parents will understand your Club's mobile technology regulations. They'll know what you expect regarding when, where and how to use their devices. And you can work together to ensure mobile technology is as effective as possible in supporting your Club's programming.

CUSTOMIZE THE BRING YOUR OWN DEVICE POLICY TEMPLATES

By embracing technology, Clubs will continue to be relevant and engaging spaces for young people in our communities. Of course, it is essential to manage this technology effectively by involving all the Club's stakeholders (staff, Board, members, parents) in developing a Bring Your Own Device (BYOD) Policy.

The Bring Your Own Device Policy Template from Boys & Girls Clubs' Legal Team will get you started. Download it from BGCA.net, or access it right from this section. Review and modify the template to fit your Club's needs.

BRING YOUR OWN DEVICE POLICY TEMPLATE

The **[NAME]** Boys & Girls Club adopts this policy to maintain a safe and secure environment for members, staff, volunteers and others.

A PERSONALLY OWNED DEVICE includes all member-owned existing and emerging technologies and devices that can take photographs, play and record audio or video, input text, upload and download content and/or media, and transmit or receive messages or images.

Emerging technologies and devices include but are not limited to cell phones, computers, tablets and storage media (e.g., flash drives), as well as communication tools including social media sites, text messages, chat and websites. Not all devices are covered within this policy. Unacceptable devices in this policy include, but are not limited to, gaming devices or consoles, laser pointers, modems or routers and televisions.

CLUB PURPOSES include program activities, career development, communication with experts and/or Club peer members, homework and Club activities. Members are expected to act responsibly and thoughtfully when using technology resources. Members bear the burden of responsibility to ask staff when they aren't sure of the permissibility of a particular use of technology prior to engaging in the use.

Personally owned devices are permitted for use during Club time for Club purposes and in approved locations only. The Club expressly prohibits the use of personally owned devices in locker rooms, restrooms and other areas where there is an expectation of privacy.

Any inappropriate use of a personally owned device, as determined by Club staff, can lead to disciplinary action including, but not limited to, confiscation of the device, immediate suspension from the Club, termination of membership, or other disciplinary actions determined to be appropriate to the Club's existing disciplinary policies including, if applicable, referral to local law enforcement.

INAPPROPRIATE COMMUNICATION includes, but is not limited to, obscene, profane, lewd, vulgar, rude, inflammatory, threatening, or disrespectful language or images typed, posted or spoken by members; information that could cause damage to an individual or the Club community, or create the danger of disruption of the Club environment; personal attacks, including prejudicial or discriminatory attacks; harassment (persistently acting in a manner that distresses or annoys another person) or stalking others; knowingly or recklessly posting false or defamatory information about a person or organization; and communication that promotes the destruction of property, including the acquisition or creation of weapons or other destructive devices. If a member is told to stop sending communications, that member must cease the activity immediately.

Members may not use any technology to harass, threaten, demean, humiliate, intimidate, embarrass, or annoy their peers or others in their community. This behavior is cyberbullying, which is bullying that takes place using emerging technologies and devices. Examples of cyberbullying include mean text messages or emails; rumors sent by email or posted on social networking sites; and embarrassing pictures, videos, websites or fake profiles. Any cyberbullying that is determined to disrupt the safety and/or well-being of the Club, Club member, Club staff or community is subject to disciplinary action.

Members must be aware of the appropriateness of communications when using Club or personally owned devices. Inappropriate communication is prohibited in any public messages, private messages and material posted online by members.

MONITORING AND INSPECTION. Boys & Girls Club of [NAME] reserves the right to monitor, inspect, copy and review a personally owned device that is brought to the Club. Parents/Guardians will be notified before such an inspection takes place and may be present, at their choice, during the inspection. Parents/Guardians may refuse to allow such inspections. If so, the member may be barred from bringing personally owned devices to the Club in the future.

INTERNET ACCESS. Personally owned devices used at the Club are not permitted to directly connect to the internet through a phone network or other content service provider. Personally owned devices must access the internet via the Club's content-filtered wireless network. Boys & Girls Club of [NAME] reserves the right to monitor communication and internet traffic, and to manage, open or close access to specific online websites, portals, networks or other services. Members must follow Club procedures to access the Club's internet service.

LOSS AND DAMAGE. Members are responsible for keeping devices with them at all times. Staff are not responsible for the security and condition of the member's personal device. Furthermore, the Club is not liable for the loss, damage, misuse or theft of any personally owned device brought to the Club.

PARENT/GUARDIAN NOTIFICATION AND RESPONSIBILITY. BGCA's Internet Acceptable Use Policy restricts the access of inappropriate material. However, supervision of usage may not always be possible while members use the internet. Due to the wide range of material available on the internet, some material may not fit the particular values of members and their families. Because of this, it is not practical for Boys & Girls Club of [NAME] to monitor and enforce a wide range of social values in student use of the internet. If parents/guardians do not want members to access information beyond the scope of the Internet Acceptable Use Policy, parents should instruct members not to access such materials.

BRING YOUR OWN DEVICE MEMO TO PARENTS/GUARDIANS TEMPLATE

Dear Parent/Guardian:

Mobile devices have changed the way young people communicate. Many of our members have their own phones and tablets, and they use them to text message, use social media and access a variety of applications. This has become essential to our members' lives, as well as to our Club programming.

At Boys & Girls Clubs of **[NAME]**, we integrate mobile technology into our Club's programming. Phones and tablets are powerful tools that allow children to learn, create, socialize and explore the world around them.

Of course, balance is needed, and there is a time and place for everything. We care about how much time children spend on their devices, what they are accessing, and when this takes place. With your help, we aim to help our children use their devices safely as an effective tool, rather than allowing them to become a dangerous distraction.

To help achieve this, Boys & Girls Clubs of **[NAME]** has adopted a Bring Your Own Device (BYOD) Policy for our Club. This policy will allow members to bring their laptops, tablets and/or smartphones to the Club for educational use in our facilities. However, members are never required to bring their personal technology to the Club. All members will be able to continue to use our Club technology equipment, and no member will be left out of a program because they do not have a personal device.

If you would like your child to participate in this program, please read and discuss the following BYOD Acceptable Use Policy with your child. If you and your child agree to the terms, return the portion with your names and signatures to Club staff.

If you do not want your child to participate, you do not need to take any action.

Thank you for your understanding and cooperation with this initiative. We welcome your suggestions and feedback. If you have questions about the BYOD program, please contact **[CLUB]** at **[PHONE NUMBER]**, **[EMAIL ADDRESS]**.

Sincerely,

[NAME]
[TITLE]
[CLUB]

PARENT/GUARDIAN AND MEMBER BYOD POLICY PERMISSION FORM TEMPLATE

If you would like your child to use a personally owned electronic device within the Boys & Girls Club of **[NAME]**, please read, sign and submit this agreement to Club staff.

1. In order to use the Boys & Girls Club BYOD services (including the wireless network), members and parents must review and sign the BYOD Acceptable Use Policy. This is considered a legally binding agreement.
2. Members will take full responsibility for their devices and keep them with them at all times. Members may not lend their devices to any other Club member or staff. The Club is not responsible for the security of the devices or loss/damage/theft of a personally owned device.
3. Members are responsible for the proper care of their personal devices, including any costs of repair, replacement or any modifications needed to use them at the Club.
4. Members should only use their devices to access services, networks or files relevant to Club-sanctioned programs. Members should only use the features of their devices, including, but not limited to, taking or transmitting pictures, videos, location information or other features in accordance with programs.
5. Members may not use their devices to record, transmit or post pictures, videos, or other information of or about a person or persons at the Club. Nor can any images, videos, or other information recorded at the Club be transmitted or posted at any time without the express permission of Club staff.
6. Members must use the Club's secured wireless network. Use of cellular (e.g., 3G, 4G) wireless connections is not allowed.
7. The Club reserves the right to inspect a member's personal device. Parents/Guardians will be notified and allowed to be present before any such inspection takes place. Parents/Guardians are free to refuse to allow Club staff to inspect a device; however, that member may be barred from bringing personally owned devices to the Club in the future. This decision will be at the Club's discretion.
8. Members must comply with staff requests to shut down or turn off devices when asked. Failure to do so may result in the member being barred from bringing personal devices in the future.
9. Violations of any Club policies, administrative procedures or Club rules involving a member's personally owned device may result in the loss of use of the device at the Club and/or disciplinary action.

I, the undersigned, as a member of the Boys & Girls Club of **[NAME]**, have reviewed the BYOD Acceptable Use Policy and guidelines. I understand that any violation of the policy or guidelines may result in revocation of technology privileges and possible further disciplinary action.

Member's Name: _____

Member's Signature: _____

Date: _____

I, the undersigned legal guardian, have reviewed the BYOD Acceptable Use Policy and guidelines for the Boys & Girls Club of **[NAME]**.

My Child, _____, is also aware of the terms and conditions.

Parent/Guardian's Name: _____

Parent/Guardian's Signature: _____

Date: _____

BGCA'S SOCIAL MEDIA HANDBOOK

Social media, as part of a well-rounded marketing strategy, can play an important role in building your Club's brand and engaging more people, whether they are potential advocates, donors, Club attendees or parents. A key element is presenting a consistent voice, one that advances understanding of Clubs' rich legacy of guiding kids toward great futures.

BGCA's Marketing Team has created the Social Media Handbook to help Clubs understand how they can proactively utilize social media for their work. The handbook includes a sample Social Media Marketing Policy and Guidelines. Access the complete guide at <https://www.bgca.net/Marketing/>.

SECTION 4: DIGITAL SAFETY

DIGITAL SAFETY PRACTICES AND POSITIVE CLUB CLIMATE

Effective safety practices are essential to a positive Club climate. As Clubs and their members increasingly embrace technology, including the use of mobile devices in the Club, you must take steps to ensure everyone's safety. There are three essential strategies to building your Club's safe digital environment.

1. Set up convenient and secure places within your program rooms for members to store their devices, if they are not needed during that specific program's time. For example, some Clubs utilize "device bins" into which devices are placed for the duration of the program hour. Other Clubs have purchased hanging cloth shoe pockets, each labeled with members' names, to avoid confusion. Whatever your method, have a way to securely store members' devices when they're not needed, and promptly return their devices when they are needed.
2. Create a language for talking about how devices should be used. In Clubs, this language takes the form of "power words." There are six power words that every Club professional and Club member should know. While you can change your phrasing, do be sure you, your staff and your youth agree as to what the words are, and what they mean. The six essential concepts are:
 - **DEVICES OUT:** Take your devices out of your bags and/or other storage locations now.
 - **DEVICES AWAY:** Put your devices away completely. There should be no devices out.
 - **DEVICES UP:** It's OK to pick up and use your devices.
 - **DEVICES DOWN:** Put your devices down, so the screen points down. Devices should be in a visible location, such as on top of a desk.
 - **SAFE CONVERSATION:** An expression a young person can use when they need to speak with a staff member about something that makes them feel uncomfortable. This is useful for non-digital conversations as well, but youth should understand if they see something uncomfortable online, they can safely speak with a staff member about it, away from other youth.
 - **NO PICTURES:** A phrase youth can use to let other members know they do not want to have their photo taken or shared. A common scene in society is the "No Paparazzi!" with the hand held up over the lens. This is the same idea, but in a Club, it must be respected completely.
3. Establish a consistent pattern for your members. Just as you have a way to check members in each day, you should have a consistent pattern for when and where members check their devices. Your staff should use their power words consistently throughout the Club day, and others, including parents, should be consistently told about the ways in which members may, and may not, use devices in Clubs. It's important all of your staff understand your practices thoroughly.

DIGITAL AND ONLINE SAFETY PROGRAMMING

Staff must be trained on internet safety in order to protect youth, as well as themselves and the organization. Youth members who use computers and/or the internet should also be trained to use their devices responsibly. Consider using these excellent resources to educate your members.

- **NETSMARTZ** is meant for the youngest members. Its activities teach online safety and security through simple, fun and interactive games. Find these materials at NetSmartz.org.
- **COMMONSENSE MEDIA** is ideal for tweens and teens. Programs include the Digital Compass, with excellent games and activities to teach digital and mobile safety practices (digitalcompass.org). Its other product, Digital Bytes, is perfect to help teens think through safety scenarios by producing various media forms (<http://digitalbytes.commonsensemedia.org/>).
- **SPRINT CYBERSAFETY DISCUSSION CARDS** are available to Club staff and parents through BGCA.net/Programs/Pages/Cybersafety.aspx. These engage tweens, teens and others in challenging scenario-based conversations to talk, and teach, about online and mobile safety.

**You must take steps to ensure
everyone's safety.**

SECTION 5: DATA AND INFORMATION SECURITY

DATA TRAINING

With the launch of the National Youth Outcomes Initiative (NYOI), data is increasingly available and valuable for the purpose of continuous quality improvement. It's important that every organization has someone who understands data and how to use it, including: how to collect, organize, clean, and report on data to various internal and external stakeholders.

Many organizations provide training about data analysis, and this can quickly get complex. Here are some topics that might be of interest:

- Data analysis in Excel
- Survey creation
- Data cleaning

Several organizations offer free or reasonably priced classes on data-related topics. For example, be sure to check:

- **EDX:** An online open university that offers free classes
Website: <http://www.edx.org>
- **COURSERA:** An online open university that offers free classes
Website: <http://coursera.org>
- **MICROSOFT:** Provides Microsoft Excel training
Website: <http://support.microsoft.com>
- **DATA ANALYSIS FOR SOCIAL GOOD:** Provides non-profit data training for a fee
Website: <http://www.dataanalystsforsocialgood.com>

DATA BACKUP

A few guidelines are essential to follow when planning to effectively back up your Club's data.

- Back up important data regularly.
- Store backed up data off-site.
- Test backed up data's integrity regularly, performing a restore of data to verify.

3-2-1 BACKUPS

A good rule of thumb for backups is the 3-2-1 Backup principle. It states there should be three copies of your data, stored on two mediums (e.g., hard drive/external drive, tape, online, etc.), with one being stored off-site. This safeguards against theft or fire from destroying your on-site backup.

AUTOMATION

Backups need to be automatic. People forget, people leave, and human error are the bane of reliable backups. For this reason, it is imperative for backups to be automatic. Some cloud backup services, such as Mozy or Carbonite, back up files automatically when changes are made. These only back up the changes, reducing the disk space and internet bandwidth required (and thus cost).

RANSOMWARE

Ransomware is a type of malware or virus that is increasingly common and hard to safeguard against. Today's antivirus software tries hard to protect against never-before-seen malware, but it is inherently one step behind at all times. Increasingly malware is using antivirus software as a way into the computer, as many antivirus programs are actually insecure and provide malware with a high level of access to the computer system.

Ransomware encrypts some or all of the files on your hard drive, attached hard drives, and even network-attached drives and shares. It then provides a way for you to pay the attackers in a means that is hard to trace, in order to be provided the password to your files. Do not be fooled – these passwords are very strong, and cannot be cracked with the computers we have today. Without the password, your encrypted data is as good as gone. If you do not notice your files have been encrypted by Ransomware before your backup runs (some Ransomware only encrypts some files to avoid early detection), your backup may only contain these now useless files.

It is recommended that one of your backups be less frequent, or contain multiple copies or versions of each file. This way, should you fall victim of Ransomware, you can safely remove the Ransomware and restore files from a backup prior to the Ransomware's encryption of your files. Without this, your backup may only contain the latest (now useless) files.

VERIFICATION

Backups are only as good as your last test to verify they are working! Computer changes, subscription payment changes, misconfiguration and failing backup media are all things that can ruin a good backup. Don't wait for the day you depend on your backup, only to find out the last backup was from months or years ago. Test on a monthly or quarterly basis, performing a restore of a few files or even a full system, to ensure the backups are current and valid. Do not trust backup software "all clear" statuses; the software may think it is operating properly, but might be missing new file locations or be unaware of corrupted backup data. Check the data yourself!

Don't wait for the day you depend on your backup, only to find out the last backup was from months or years ago. Test on a monthly or quarterly basis, performing a restore of a few files or even a full system, to ensure the backups are current and valid.

SECTION 6: FUNDING

NON-PROFIT DISCOUNTS

TECHSOUP

TechSoup, <http://techsoup.org>, provides Clubs with significant software discounts. Individual Clubs need to apply, as each will need to set up their own accounts. Some of the helpful software on TechSoup includes:

- Norton Internet Security: For smaller organizations and Clubs, this product blocks objectionable sites with the most effective internet filtering system available.
- Symantec Endpoint Protection: For larger organizations and Clubs who centrally manage computer systems, this product manages internet, program and computer access.
- Adobe Suite: Organizations can utilize the Adobe Suite to enable members to create digital media of all forms. The Suite includes software to design graphics (Photoshop), vector graphics (Illustrator) and much more. One license is required per computer.

MICROSOFT

Microsoft has made available free software to Boys & Girls Clubs. All computers associated with a chartered organization, and its associated Club sites, are eligible for this software. One license is required for each computer the software is installed on, or one access (CAL) license for each computer that accesses the software. If you have 10 computers that need Office installed on them, you need 10 Office licenses.

Access Microsoft's Office 365 discounts directly: <https://www.microsoft.com/en-us/philanthropies/product-donations>

SECTION 7: PERSONNEL

FULL-TIME STEM/TECHNOLOGY DIRECTOR JOB DESCRIPTION TEMPLATE

POSITION TITLE

Director of STEM/Technology

BASIC REQUIREMENTS

Bachelor's degree in applicable field (IT, Instructional Technology, STEM) or a combination of education and at least 2-3 years of experience in a similar position

SALARY

DOE, competitive with health benefits, dental, vision, 401(k), vacation and sick leave

SUMMARY

The Director of STEM/Technology is an integral part of the full-time leadership team at Boys & Girls Clubs. This position is a perfect fit for someone looking to take the next step in their career to work with youth in a science, technology, engineering and mathematics education setting.

Our technology programs have seen tremendous growth over the past five years, and it is expected that growth and improvements will continue. Our goal is to be the premier agency for youth who have an interest in technology programs.

With the No. 1 priority being their work with kids during program hours, the person who fills this position will also be responsible for the duties listed below.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Plan and execute technology/STEM activities for K-12 during afterschool and summer hours.
- Use 3D printers, tablets and other Club technology resources.
- Participate in BGCA national program and training opportunities (Digital Arts Festival, My.Future, robotics, coding, media programming, etc.) as necessary.
- Create engaging STEM-focused local programs.
- Manage application, execution and reporting of technology grants.
- Manage site performance and compliance for National Youth Outcomes Survey; including distributing of information, training and survey management.
- Support marketing efforts with pictures and/or video for special events, social media, web posts, or other needs as requested.
- Develop relationships and coordinate partnership efforts.
- Communicate with local school staff, teachers and district personnel for summer school, online program access and other issues.
- Manage audio/video setup and equipment for meetings and presentations.
- Support updates to social media outlets and website.
- Update blog.

ADDITIONAL RESPONSIBILITIES

May include technology support or management.

NETWORKING

- Maintain licensing compliance for software used – such as Microsoft, Symantec security products and other installed software.
- Manage and request software from BGCA, TechSoup or other vendors as needed.
- Manage content filtering, network security and workstation updates.
- Manage Wi-Fi and LAN network servers.
- Plan for timely updates and replacement of hardware.
- Provide maintenance and troubleshooting to LAN and wireless networks.
- Provide maintenance and troubleshooting for technology hardware, or support any outside vendors hired to provide maintenance.

SECURITY

- Monitor security system, access logs and rosters.
- Manage logs, distribution of staff ID cards and staff access cards.
- Manage network security and login credentials for staff and members.

OTHER RESPONSIBILITIES AS NEEDED

- Create invitations, thank-you notes and print materials for Club use.
- Document Club events with photos or social media posts as requested.
- Create and distribute quarterly newsletter (digital and print editions).
- Manage email contact list.
- Provide troubleshooting and IT assistance to staff as needed.
- Create daily program schedules and staff assignments.
- Manage domain and blog hosting accounts and registrations.

**This job description is not intended to cover every detail of the position as required. Its purpose is to give a broad overview of the general expectations for the person filling the position. Other duties/requirements may be added at any time, and the position description may change as necessary to meet the needs of the Club.

POSITION TITLE

STEM Coordinator

BASIC REQUIREMENTS

Associates or bachelor's degree in a STEM discipline or related field; or exhibit at least two years of continuous experience working and/or volunteering in a STEM-related field. Directly responsible for assisting in the daily operation of the Club, focusing primarily on coordinating/implementing program curriculum; general supervision of members; administrative duties; promote/market the program; and facility management.

SALARY

DOE, competitive with health benefits, dental, vision, 401(k), vacation and sick leave

SUMMARY

The STEM Coordinator is an integral part of the program team at the Club. This position is a perfect fit for someone looking to take a first step in their career to work with youth in a science, technology, engineering and mathematics education setting.

Our technology programs have seen tremendous growth over the past five years, and it is expected that growth and improvements will continue. Our goal is to be the premier agency for youth who have an interest in technology programs.

With their No. 1 priority being their work with the kids during program hours, the person who fills this position will also be responsible for the items listed below.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Design and implement a comprehensive STEM program that aligns with the expectations set forth by the charter of the organization.
- Facilitate activities that encourage community and shared purpose.
- Collaborate with program, unit directors, and staff on program and curriculum ideas.
- Responsible for submitting requests for the purchase of supplies and equipment to unit director as needed.
- Develop partnerships for internships, tutoring opportunities and professional development.
- Serve in both advocate and coordinating capacities between the Club's STEM program and potential community partners (museums, libraries, corporate, schools, etc.) to develop field trips, volunteer engagement opportunities, curriculum partnerships, etc.
- Maintain and submit all record keeping including, but not limited to, member enrollment, attendance reports and activity calendars.
- Assist program and unit directors with:
 - ◇ Evaluation of program curriculum and implementation

- ◇ Recruitment and training of STEM volunteers and interns
- ◇ Applying for funding to support STEM programing
 - Ensuring all requirements of associated letters of agreements are met including, but not limited to, enrollment percentages, community partnerships and evaluation
- ◇ Complete other duties as assigned

ADDITIONAL RESPONSIBILITIES

- Knowledge and use of BGCA.net
- Assist in the planning of Club special events
- Complete Program Assessment
- Assist in planning of Day Camp
- First-aid/CPR certified
- Background check clearance

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill and/or ability required.

PREREQUISITES

- Experience developing lesson plans, activities and/or curriculum
- Familiarity with current STEM research and professional associations
- Two or more years of experience in a leadership position working with youth

BASIC LEADERSHIP QUALITIES

- Must possess maturity, self-control and sound judgment
- Must have a sincere interest in helping youth
- Must possess the energy, initiative and ability to achieve results within timeframes
- Must possess a capacity for loyalty and support of the organization's mission, goals and policies

SPECIFIC SKILLS AND APTITUDES

- Exceptional organizational and planning skills
- Well-developed written and verbal communication skills to support interaction with diverse academic and non-academic audiences
- Ability and skills necessary to conceptualize and translate ideas into results
- Commitment to STEM vision and mission, and ability to communicate that commitment to staff, members and their families
- Must possess the ability to function objectively and fairly

****This job description is not intended to cover every detail of the position as required. Its purpose is to give a broad overview of the general expectations for the person filling the position. Other duties/requirements may be added at any time, and the position description may change as necessary to meet the needs of the Club.**

POSITION TITLE

STEM/Technology Program Staff

BASIC REQUIREMENTS

Bachelor's degree in applicable field (such as IT, technology education, STEM) or a combination of education and at least 1-2 years of experience in a similar position

SALARY

DOE, competitive with health benefits, dental, vision, 401(k), vacation and sick leave

SUMMARY

The Program Staff for STEM/Technology is an integral part of the program team at the Club. This position is a perfect fit for someone looking to take a first step in their career to work with youth in a science, technology, engineering and mathematics education setting.

Our technology programs have seen tremendous growth over the past five years, and it is expected that growth and improvements will continue. Our goal is to be the premier agency for youth who have an interest in technology programs.

With the No. 1 priority being their work with the kids during program hours, the person who fills this position will also be responsible for the items listed below.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Plan and execute technology/STEM activities during afterschool and summer hours.
- Use 3D printers, tablets and other Club technology resources.
- Participate in BGCA national programs and trainings (Digital Arts Festival, My.Future, robotics, coding, media programming, etc.) as necessary or desired.
- Create engaging STEM-focused local programs.
- Support marketing efforts with pictures and/or video for special events, social media, web posts, or other needs as requested.
- Develop relationships and coordinate partnership efforts.
- Communicate with local school staff, teachers and district personnel for summer school, online program access and other issues.
- Manage audio/video setup and equipment for meetings and presentations.
- Support updates to social media outlets, website and blog.

NETWORKING

- Manage content filtering, network security and workstation updates.
- Manage Wi-Fi and LAN network servers.
- Provide maintenance and troubleshooting to LAN and wireless networks.
- Provide maintenance and troubleshooting for technology hardware or support outside vendors as necessary.

SECURITY

- Monitor security system, access logs and rosters.
- Manage logs, distribution of staff ID and access cards.

ADDITIONAL RESPONSIBILITIES AS NEEDED

- Create invitations, thank-you notes and print materials for Club use.
- Document Club events with photos or social media posts as requested.
- Create and distribute quarterly newsletter (digital and print editions).
- Manage email contact list.
- Provide troubleshooting and IT assistance to staff as needed.

**This job description is not intended to cover every detail of the position as required. Its purpose is to give a broad overview of the general expectations for the person filling the position. Other duties/requirements may be added at any time, and the position description may change as necessary to meet the needs of the Club.

RECRUITING STEM/TECHNOLOGY VOLUNTEERS & INTERNS

It will be difficult to find one professional who can meet all of your Club's STEM and technology needs. The key to great programming is a diverse group of people coming together for one purpose, and making lasting relationships along the way. Round out your programming by including volunteers from your community.

The Boys & Girls Club Movement was founded by volunteers, and Clubs increasingly realize that harnessing the power of volunteers with needed expertise can extend their budgets, allow their staff to be more focused on programs, as well as positively impact kids. A well-managed volunteer program is more likely to cultivate loyal volunteers who contribute to the Club's overall success.

Just as when recruiting permanent staff, draft a job description for the role you need a volunteer to fill. To ensure potential volunteers possess the specific skills you need, each candidate should complete an application and be interviewed. Remember to check references and conduct a criminal background check.

Once your organization selects a volunteer for a position, provide them with a volunteer manual and orientation. Keep a written record of each volunteer's time and impact at the Club. Such an official record will help when expressing your appreciation and providing future recognition.

Not sure where to start looking? Check out the following sources:

CORPORATE VOLUNTEERS

Consider the STEM-based companies in your area. Corporations often have talented people who would like to volunteer, mentor members and/or support STEM programming.

When working with corporations, know what's required and communicate this up front. For example, Comcast employees have helped Clubs to run FIRST Lego League programming. This programmatic experience requires a commitment over the duration of six to nine months for two to four hours per week. Be sure your volunteers have the circumstances required.

HIGHER EDUCATION VOLUNTEERS AND PARTNERSHIPS

Reach out to local colleges and universities regarding internships and volunteer opportunities for those in the STEM fields. Students welcome the opportunity to learn more about their field, as well as get credit for their studies. Many students have to complete a capstone project or thesis. Volunteering at the Club can provide that opportunity for the volunteer, while your Club benefits from their expertise.

Ms. Danielle began working with Boys & Girls Clubs of Harford County in the summer. During the school year, she is a student at University of Maryland at College Park where she is preparing for a career in special education with a focus on using STEM activities to reach children with disabilities. This year she was selected as a NASA intern and has received extensive training through this program that she is passing on to the young people assisting her as she runs one of the STEM Centers in our Clubs.
– Boys & Girls Clubs of Harford County

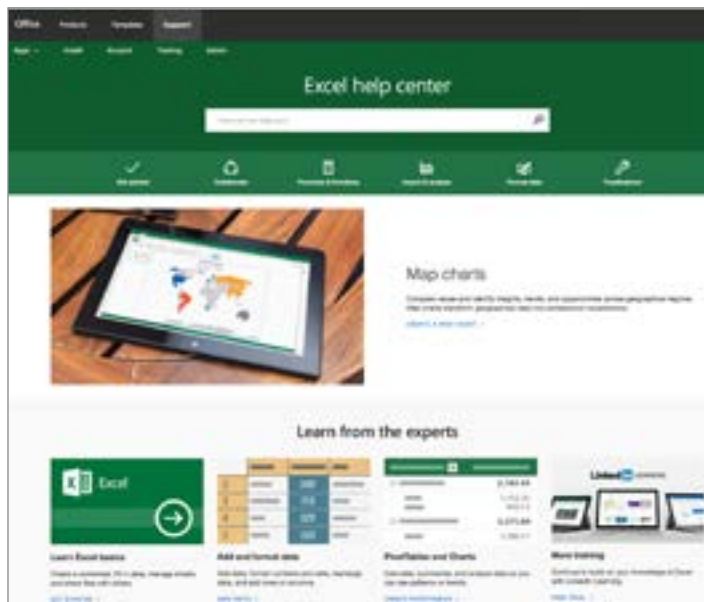
SECTION 8: TRAINING

MICROSOFT TRAINING

Microsoft provides robust Microsoft Office training online. Their sessions cover basic, intermediate and advanced features of Word, Excel, Outlook and PowerPoint. Helpful roadmaps indicate where a trainee might start or end.

To access Microsoft Office trainings, visit <http://support.office.com>.

Microsoft also provides introductory trainings to Microsoft Azure. To access their beginner, intermediate and advanced training modules, see <https://microsoft.com/en-us/learning/azure-training.aspx>.



BGCA TRAININGS

In 2017, BGCA made two facilitator-led training sessions available for Clubs:

- My.Future Digital Literacy Essentials
- My.Future Computer Science Pathways

Visit Spilletts Leadership University on BGCA.net to request one of these trainings for your Club.

Additionally, BGCA is providing digital engagement and mobile device trainings at some regional conferences.



**BOYS & GIRLS CLUBS
OF AMERICA**

Appendix



CLUB TECHNOLOGY PLAN TEMPLATE

NETWORK ENGINEERING PLAN	
Strengths	Gaps

CONTINUOUS IMPROVEMENT PLAN - NETWORK ENGINEERING					
Objective	Strategy	Lead Person	Approved (Y/N)	Deadline	Completed (Y/N)

EQUIPMENT PLAN	
Strengths	Gaps

CONTINUOUS IMPROVEMENT PLAN - EQUIPMENT					
Objective	Strategy	Lead Person	Approved (Y/N)	Deadline	Completed (Y/N)

POLICY PLAN	
Strengths	Gaps

CONTINUOUS IMPROVEMENT PLAN – POLICY					
Objective	Strategy	Lead Person	Approved (Y/N)	Deadline	Completed (Y/N)

DIGITAL SAFETY PLAN	
Strengths	Gaps

CONTINUOUS IMPROVEMENT PLAN – DIGITAL SAFETY					
Objective	Strategy	Lead Person	Approved (Y/N)	Deadline	Completed (Y/N)

DATA AND INFORMATION SECURITY PLAN	
Strengths	Gaps

CONTINUOUS IMPROVEMENT PLAN – DATA AND INFORMATION SECURITY					
Objective	Strategy	Lead Person	Approved (Y/N)	Deadline	Completed (Y/N)

FUNDING PLAN	
Strengths	Gaps

CONTINUOUS IMPROVEMENT PLAN – FUNDING					
Objective	Strategy	Lead Person	Approved (Y/N)	Deadline	Completed (Y/N)

PERSONNEL PLAN	
Strengths	Gaps

CONTINUOUS IMPROVEMENT PLAN - PERSONNEL					
Objective	Strategy	Lead Person	Approved (Y/N)	Deadline	Completed (Y/N)

TRAINING PLAN	
Strengths	Gaps

CONTINUOUS IMPROVEMENT PLAN - TRAINING					
Objective	Strategy	Lead Person	Approved (Y/N)	Deadline	Completed (Y/N)

OTHER/NOTES	
Strengths	Gaps

CONTINUOUS IMPROVEMENT PLAN – OTHER TOPICS					
Objective	Strategy	Lead Person	Approved (Y/N)	Deadline	Completed (Y/N)

ACKNOWLEDGMENTS

Boys & Girls Clubs of America gratefully acknowledges the ongoing support of the Lenovo Foundation. Their generous assistance made it possible to produce this assessment and other technology resources to help Clubs meet 21st century technology standards and best serve their young people.

The Club Technology Assessment and Planning Guide was developed by a team of BGCA professionals, with input from Club staff and external technology partners.

QUESTIONS

If you have questions about the contents in this guide, please contact myfuture@bgca.org.

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**BOYS & GIRLS CLUBS
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frequently. Please see BGCA.net/Technology
for the latest resources.