

Boys & Girls Club of Greater Waterbury Strategic Plan 2016-19

Extension July 2019 – December 2020

In 2016, the Board of Directors of the Boys & Girls Club of Greater Waterbury embarked on developing a Strategic Plan to help the organization complete its transformation to a stronger and revitalized entity. In 2016, the Board, staff and various stakeholders were brought together to plot the work that remained. At the onset of 2019, it was apparent that, while the Boys & Girls Club had made tremendous progress towards the goals set forth in the 2016-19 Strategic Plan, the Club needed to continue its work on a few of these priorities. Thus, this Extension 2019 – 20 intends to set forth those priorities requiring focus and attention over the next 18 months.

DEVELOPING THE EXTENSION:

In the spring of 2019, the Executive Director, various staff and designated members of the Board of Directors reviewed the progress and work of the prior three years and, based on that progress, narrowed the lens on the priorities for the next 18 months. The priorities set forth in this Extension were reviewed and approved by the Board of Directors at the July 2019 meeting.

WHAT WE LEARNED:

As was stated in 2016, great progress has been made, but work remains to be done. All agree now that the organization remains a work in progress but that it must always continue to grow and evolve. The Club must continue to shift and grow as trends and practices change. Additionally, as the organization continues to expand its capacity, it will need to adapt and stay relevant.

It should be noted that the financial position of the Club remains somewhat unstable. The financial stability of the Club remains the highest priority as finances impact so much of what the Club is capable. The Board must stay focused on the Club's financial position throughout the course of any year and must stay engaged in the activities that will sustain the Club.

Concerns over staff size and capacity remain from 2016 as the Club's financial position has limited the ability to expand. That lack of capacity impacts programs as well as the Club's ability to share its progress and build support.

Since 2016, the administration and staff have redesigned and developed programs to engage and motivate members, maintain consistent quality, benefit from valuable resources in the community by developing and strengthening partnerships, offer unique opportunities to members, increase family engagement and awareness. They have also established relationships with secondary and higher education institutions to tap into their talent pool (students) for motivated and smart volunteers to increase staff capacity. The redesigning and developing process does not stop as the needs and priorities of our members and the community is ever shifting.

While the size of the staff remains unchanged, the strength and talent of the staff has increased substantially. Staff regularly participate in professional development and educational programs and work with other youth serving organizations to share ideas. The administration has ensured not only the development but also the accountability of staff with the implementation of various systems in the human services arena. The financial systems are firmly in place with the assistance of the outside accounting firm.

OUR STRATEGIC GOALS 2019-2020:

A review of the Mission and Vision set forth in the Strategic Plan 2016-19 reveals that both are still relevant and revealing.

Our Mission

By providing a wide range of educational and recreational opportunities, a safe environment, and supportive relationships, the Boys & Girls Club of Greater Waterbury helps young people who need it most discover their interests, have a positive outlook for their future, and be confident, successful stewards of their communities.

Our Vision

- Our programs will positively impact the lives of those we serve and will be based upon evidence-based best practices in youth development. We will be viewed as offering progressive and innovative opportunities for Club members.
- Our youth members will be supported and encouraged by their caregivers who are engaged in the Club and able to participate in their child's success.
- Our facilities will be experienced as top-notch, welcoming, and safe by all who visit our Club.
- Our organization will be viewed positively by the public and will be supported by a wide range of donors, funders, and supporters both in the Waterbury community and beyond.
- We will continue our investment in our staff to expand and cultivate their skills through professional development and expanded opportunities for contribution to our organization.

- Our organization will be led by a passionate, engaged group of Board members, who act as ambassadors for our work and are reflective of the diverse communities we serve. We have created a pipeline of future Board members who are interested in serving on our Board.
- Our organization will be financially sustainable with a sizable endowment to support our work now and for many days to come.

Goal #1: Expand & Cultivate Our Relationships

Fund Development

The Board and administration must continue the work begun with BGCA to develop a resource development plan, to understand the role of the Board and to enhance Board development and recruitment (see Goal #3)

Individual Giving

- Identify short list of alumni for major gift relationship development, with support of Board of Directors
- Increase Board giving with a goal of 100% participation
- Develop a Board-driven annual campaign with customized, personalized solicitations
 - Identify and cultivate potential donors
- Continue to grow and expand annual special event(s), considering supporting event with Board-led committee with broader range of non-Board volunteers

Infrastructure

- Add staff support within resource development office based in most promising sources
- Create fund development reporting with current, pending grant requests and strategic relationship cultivation efforts

Goal #2: Strengthen Our Staff and Invest in Our Internal Capacity

Physical Plant

- Develop facility plan linked to strategic plan, including capital budgets for purchase and repair
 - Annually identify physical plant needs, budgeting for repairs and refurbishment
 - For every additional program or program expansion, assess adequacy of current space
- Develop standards for sanitation and safety

Risk Management

- Create a communications and media relations policy with identifies formal spokesperson for the organization and guides the Board members and staff as to how to handle media inquiries and addresses use of organization correspondence tools
- Develop succession plan for key staff and Board leadership positions, which address both short- and long-term planned and non-planned departures

Goal #3: Continue to Evolve Our Board of Directors

Board Recruitment

- Develop simplified version of strategic plan to use a recruiting tool for new Board members
- Identify networks of community members (philanthropic, civil organizations, community organizations, religious organizations) that would be aligned and supportive of the organization
- Develop Board member recruitment plan to garner access and support from these networks as well as linked to the achievement of strategies in the strategic plan
 - Recruit at least 3 Board members who are established members of the “giving community”

Board Process & Structure

- Develop succession plans for Board and committee leadership
- Improve accountability of the Board for Board-driven efforts through the creation of annual Board goals linked to strategies in the strategic plan
 - Link Board goals directly to Board-level committees who will be responsible for moving forward between Board meetings
 - Establish standing annual schedule of committee meetings and Board meetings (vs. committee meetings to be called at the discretion of the Chair)
- Develop approaches for Board meetings which include exposure to youth, families and staff and allow for generative discussion about issues facing the organization
 - Use pulse meeting evaluation surveys after meetings to provide feedback and suggestions for future meetings
- Provide Board training on Board processes, policies, responsibilities and fund development
 - Create annual calendar of Board training opportunities
 - Use Board meetings to create mini-trainings on key topics relevant to the work of the Board

MONITORING OUR PROGRESS:

The Strategic Plan Extension 2019 – 2020 must continue to be a living document serving as a road map to guide the staff, administration and Board of Directors. All are to continue to be held accountable for making progress. Progress against goals can be monitored by ensuring regular updates by both the Executive Director and the Board of Directors at Board meetings. Consistent reporting should be made on the key results noted below.

Key Results:

These measurable results are aligned with the goals set forth in the Extension.

<i>Goal Description</i>	<i>Proposed Key Results</i>
Expand & Cultivate Our Relationships	<ul style="list-style-type: none">• Number of individual donors• Number of significant corporate and foundation funders (annual)

	<ul style="list-style-type: none">• Target fundraising goals by segment (quarterly)• Number of months operating revenue on hand (monthly)• Amount of operating reserves (quarterly)
Invest in Our Internal Capacity	<ul style="list-style-type: none">• Working Board Safety Committee (monthly)• Drills and Safety Reviews (quarterly)• Building Improvements (monthly)
Empower Our Board of Directors	<ul style="list-style-type: none">• Average attendance of Board meetings (annual)• Number of Attendees at committee meetings (quarterly)• Pipeline of Board candidates (quarterly)• Percentage of Board giving (annual)