

# **Boys & Girls Club of Greater Waterbury Strategic Plan 2023 - 2026**

---

In 2016, the Board of Directors of the Boys & Girls Club of Greater Waterbury developed a Strategic Plan aimed at helping the organization complete its transformation to a stronger and revitalized entity. In 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. The Board adopted the Extension 2019 – 20 intending to set forth the priorities requiring continued focus and attention.

In 2020, the Covid pandemic shifted certain attention despite the Club reopening in July 2020. As the Club has fully emerged from the impacts of the pandemic, the Board and staff reexamined the goals and objectives set forth in 2019 and determined that those remain priorities in order to continue the Club's growth.

## **DEVELOPING THE PLAN:**

In the March 2023, the Executive Director, staff and designated members of the Board of Directors reviewed the progress and work from 2016 to present and, based on that review, determined that more work was necessary to strengthen the Club and secure its viability into the future. The Plan was reviewed and approved by the Board of Directors at the April 25, 2023 meeting.

## **WHAT WE LEARNED:**

While the staff and Board have put in considerable work, more needs to be accomplished.

In 2019, the Club's financial position was somewhat unstable. The current position certainly not unstable; however, 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 and must stay engaged in the activities that will sustain the Club. In particular, the Board must dedicate itself to resource development and the development and retention of the donors of unrestricted funds.

As part of the work necessary to strengthen and grow the Club's financial position, the Club has developed a Marketing Plan to guide the increased resource development endeavors.

The work done by the administration and staff to redesign and develop programs, including the establishment of new partnerships, has been a success. Members and families are better engaged and standards are in place to maintain consistent quality. Staff participate in regular professional development to better provide quality services and ensure safety.

## **OUR STRATEGIC GOALS 2023 - 2026:**

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 to expand and maintain the pool of donors. The success of these efforts is contingent on the guidance of and adherence to a development and marketing plans, the Board understanding its role in resource development and the strengthening of internal development efforts. Additionally, Board development and recruitment/succession must be enhanced. (see Goal #3)

### *Institutional Giving*

- Identify grants that support the mission and objectives of the Club.
- Identify a list of institutional partners, with support of Board of Directors, and develop relationships that foster continued and sustained financial support of the Club.

### *Individual Giving*

- Identify list of alumni for major gift relationship development, with support of Board of Directors
- Increase Board participation to 100%.
- Identify list of individuals for major gift relationship development, with support of Board of Directors

### *Infrastructure*

- Enhance staffing within resource development office.
- Design and commit to a plan for increase fundraising dollars over the next 5-years
  - Develop specific goals for institutional and individual giving.
  - 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

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

### Physical Plant

- Develop facility plan linked to master plan for the facility, including capital budgets for purchase and repair
  - In conjunction with Goal #1, identify sources for funding for major capital projects and plan to obtain those funds.
  - Annually identify physical plant needs, budgeting for repairs and refurbishment
  - Identify potential partners to assist with regular maintenance and smaller scale projects
- Develop standards for sanitation and safety

### Risk Management

- Train 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

- Train the Board members and staff as to how to handle and addresses incidents at the Club

**Goal #3: Continue to Evolve Our Board of Directors**

Board Recruitment & Structure

- Develop a Human Resources/Succession Plan to ensure continuity of Board and staff
- Develop and maintain network of community members (philanthropic, civil organizations, community organizations, religious organizations) that would be aligned and supportive of the organization
- Develop Board member onboarding plan to ensure engagement of members
- Strengthen Board-level committees who are responsible to set goals to come before the full Board
  - Adhere to annual schedule of committee meetings and Board meetings (vs. committee meetings to be called at the discretion of the Chair)
- Develop approaches for Board to have exposure to youth, families and staff and allow for generative discussion about issues facing the organization
- 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 2023 - 2026 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 Plan.

<b><i>Goal Description</i></b>	<b><i>Proposed Key Results</i></b>
Expand & Cultivate Our Relationships	<ul style="list-style-type: none"> <li>• Increase number of individual donors by 5% annually</li> <li>• Increase number of significant corporate and foundation funders by 2% annually</li> <li>• Set target fundraising goals by month</li> </ul>

	<ul style="list-style-type: none"> <li>• Increase number of new donors by 5% annually</li> <li>• Retain 80% of existing donors</li> <li>• Maintain and increase existing individual and institutional dollars from previous year</li> </ul>
Invest in Our Internal Capacity	<ul style="list-style-type: none"> <li>• Working Board Safety Committee (monthly)</li> <li>• Drills and Safety Reviews (quarterly)</li> <li>• Building Improvements (monthly)</li> </ul>
Empower Our Board of Directors	<ul style="list-style-type: none"> <li>• Maintain average attendance of Board meetings at 80% (annual)</li> <li>• Increase number of attendees at committee meetings to 80% of committee (quarterly)</li> <li>• Create pipeline of Board candidates (quarterly)</li> <li>• Increase percentage of Board giving to 100% (annual)</li> </ul>