

# BOYS & GIRLS CLUB OF GREATER WATERBURY STRATEGIC PLAN 2016 - 2019

**GREAT FUTURES START **HERE.****



**BOYS & GIRLS CLUB  
OF GREATER WATERBURY**

Developed by Fio Partners

## CONTENTS

LETTER FROM OUR BOARD OF DIRECTORS .....	2
DEVELOPING THE PLAN .....	3
WHAT WE LEARNED – KEY THEMES IN THE INFORMATION GATHERING .....	3
THE PLAN’S COMPONENTS.....	5
OUR STRATEGIC GOALS 2016 – 2019.....	6
MISSION, VISION, & VALUES.....	7
GOAL #1: EXPAND OUR PROGRAMS AND OFFERINGS .....	7
GOAL #2: EXPAND AND CULTIVATE OUR RELATIONSHIPS.....	9
GOAL #3: STRENGTHEN OUR STAFF AND INVEST IN OUR INTERNAL CAPACITY .....	11
GOAL #4: LEARN FROM OUR PRACTICE .....	12
GOAL #5: CONTINUE TO EVOLVE OUR BOARD OF DIRECTORS.....	12
MONITORING OUR PROGRESS.....	13
APPENDIX A: YEAR ONE IMPLEMENTATION PLAN.....	15



## LETTER FROM OUR BOARD OF DIRECTORS

The Boys & Girls Club of Greater Waterbury has undergone a complete transformation over the last three years. Though it came out of necessity, the results of those efforts have yielded a stronger organization interested in envisioning its next stage of growth and evolution.

Early in 2016, it was clear to our Board of Directors that an organization-wide strategic plan was the final step in this transformation. Through engaging our Board and stakeholders and reflecting on our progress to date and the work that remains ahead, we are proud to share our agreed upon road map – our 2016 - 2019 Strategic Plan. We believe the plan will help us increase our positive impact on the youth we serve and continue to strengthen our organization. With a revised mission, shared vision, clear strategy, and targeted results, we will begin turning this plan into a reality.

We would like to invite you to review our plan and consider where you may be able to help – whether through your guidance, your time, your thoughtful energy, and your financial support. We believe it will be through the perseverance of our staff and Board and your support – we can continue to help our city's youth, especially the ones that need us most, to achieve their highest potential. An investment in our organization is an investment in our community.

We would like to thank our Executive Director, our staff, and our funders and supporters for their ongoing commitment to strengthening the Boys & Girls Club of Greater Waterbury.

In kindness,

Board of Directors of Boys & Girls Club of Greater Waterbury

**Brandon Dufour, President**

**Stacie Schiaroli, Treasurer**

**Tom Blumetti**

**Eric Brown**

**Dave Drescher**

**Michael Dunn**

**William (BJ) Fitzpatrick**

**Anthony Gay**

**Steve Giacomi**

**Clay Johnson**

**Richard LaBrecque**

**David Martin**

**Andy McCarthy**

**Steven Shaker**

**Christopher Szpryngel**

**Debbie Verzino**

## DEVELOPING THE PLAN

In early January of 2016, the Boys & Girls Club of Greater Waterbury partnered with Fio Partners, a consulting firm that works with nonprofit organizations to support the development of a three-year strategic plan.

A process of information gathering was undertaken to capture observations of the organization from a variety of perspectives, from the field of youth development, from the community, as well as an analysis of infrastructure of the organization. The information gathered was shared with the Board of Directors in May of 2016 who provided input to the vision for the organization and suggested priorities for the next three years. The plan was then developed with additional input from staff.

## WHAT WE LEARNED – KEY THEMES IN THE INFORMATION GATHERING

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### PROGRESS MADE, WORK TO BE DONE

From a range of perspectives, the general consensus is: great progress has been made, but work remains to be done. Whether a funder, community supporter, or donor, many voices acknowledged the challenges the organization has faced in its recent past and the progress that has been made to reset the organization and in many ways, begin anew. Many supporters who were involved in helping in and investing in the organization's turnaround are aware of the changes and improvements that have been made. Many of these stakeholders expressed their willingness to continue to support the organization's efforts – whether as funder or as a volunteer. The organization is viewed very much as a work-in-progress, as an organization with committed supporters who are encouraged to persist in their efforts to cultivate protecting the critical services provided to young people in the community.

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### AN EVOLVING FIELD OF SERVICE

Programming in the field of youth development is shifting towards an “asset-based” paradigm to support youth. There is an increased focus on social and emotional learning and the need for youth to have positive, developmental relationships with adults and with their communities. Mentoring models are continuing to evolve and continue to be viewed as a helpful support for at-risk youth. There is also an increase in collaborative approaches and partnerships between and among youth service providers, collective impact models, and an increased focus on evidence-based practices. The focus on evidence-based practices and programs is echoed by local funders who are looking for measurable results from youth-serving programs an organization. This pressure is also being seen at the National level, as more and more large corporate foundation and individual donors are interested in the measurable results of their investment. This shift presents a significant challenge for smaller organizations who may not have the internal capacity and management systems to capture and report that data.

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### OPPORTUNITY TO STRENGTHEN PROGRAMMING AND INCREASE USE OF FACILITIES

Per the trends in youth development and philanthropy, as well as the view of some stakeholders, there is an opportunity for the Club to continue to invest in and strengthen its programming. Stakeholders, staff, and Board provided a wide range of suggestions for consideration. The improvements suggested included



an increase use of codified program models, training staff to implement program models in consistent fashion, and supporting data collection pre- and post- program to capture and report results.

There is also consensus among stakeholders that there is an opportunity to increase the overall usage of facilitates, particularly in off-hours. The space, where the former pool was, also represents a future opportunity for transformation, in support of the evolution of the programming occurring at the Club.

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## **FINANCIAL STABILITY**

A review of the last five years of financial audits indicated that the Boys & Girls Club of Greater Waterbury had less than six months of operating revenue on hand over the course of the last five years. Although investments were made in development staff in recent years, the overall financial position of the organization has not improved substantially. The Board of Directors has worked to move away from the dependency on investments to fund current operations and is anticipating that the organization will be able to maintain a positive cash position through the end of the year. Noted by Board members and external supporters, the long-term financial sustainability of the organization remains a concern.

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## **OPPORTUNITY TO BUILD STAFF CAPACITY**

As the organization maintains a small staff, there exists the opportunity for us to continue to invest in our current staff and expand the number of staff supporting the work of the Club. We learned that external stakeholders are also concerned about the limited staff and our ability to meet our internal and external obligations with such a small team.

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## **SHARING OUR PROGRESS AND OUR WORK**

External stakeholders were aware of the high points of the organization's current status but there is a clear need to share the Club's progress more broadly as well as its vision for its work. Stakeholders were looking for the ways to talk about the work of the Club and its impact on the youth and families it serves. The opportunity to continue to invest in marketing and innovative ways to share the work and state of the Club with a broad array of stakeholders in needed.

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## **LOOKING TOWARDS THE FUTURE**

The Club has persisted with support from the Board, from key funders, and with consistent staff leadership. The persistence has yielded improvement and stability. The information raised in the process encourages the Club to continue its efforts – to evolve its programs, with a focus on evidence-based models and strong outcomes, continue to develop partnerships with providers and with the community, increase use of facilities and continue to strengthen staff. The critical issue remains to rebuild the community support for the organization while evolving its programs and improving the lives of those it serves.

## THE PLAN'S COMPONENTS

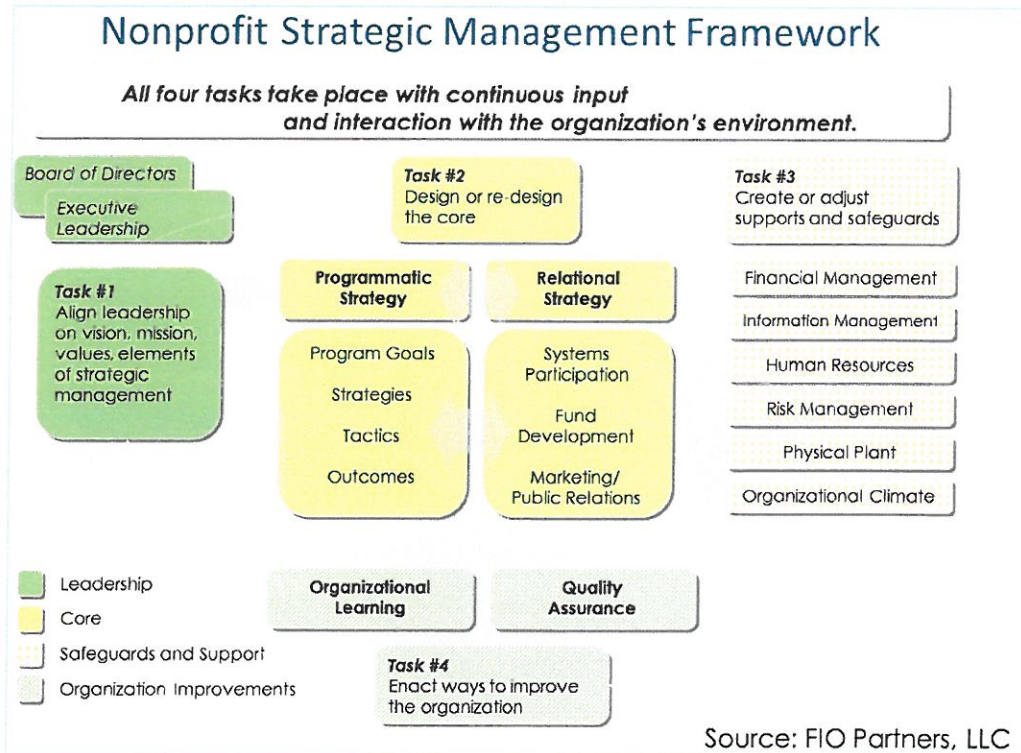
The purpose of the strategic plan is to guide the future growth, improvement and development of the organization. As a tool, it helps all who are involved with the organization, as supporters, volunteers, Board members, and staff, understand the direction in which the organization will be developing over the next three years. The plan is to the roadmap to shape the future for the organization.

The structure of the plan correlates to Fio Partners Strategic Management Framework.

The foundation of the strategic plan is the mission, vision, and values of our organization. The plan also

establishes overarching strategic goals supporting strategies for key areas:

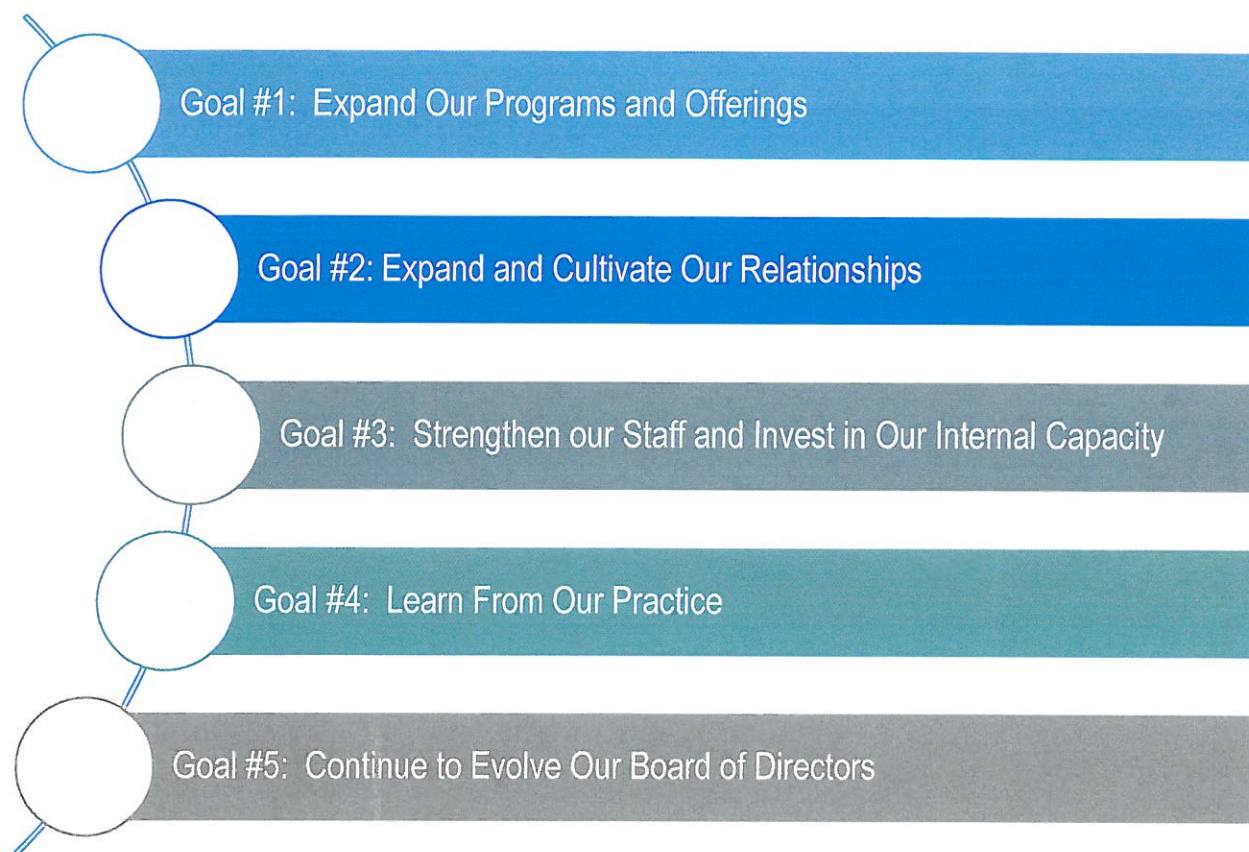
and  
five



1. **Programmatic Strategy:** How will our services to our members evolve?
2. **Relationships:** How should our relationships – from those in our community, to our donors and funders, to the general public – evolve?
3. **Supports & Safeguards:** What investments should be made in our infrastructure to support our evolution, from our physical space to our workplace climate?
4. **Improving the Organization:** How will we continue to learn from and improve our work?
5. **Board Development:** How should our Board continue to evolve to best support the future of the organization?

The plan also includes strategies for monitoring progress and identifies a set of key results to monitor measurable improvements.





## MISSION, VISION, & VALUES

### 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.

### Our Values

## GOAL #1: EXPAND OUR PROGRAMS AND OFFERINGS



## CURRENT PROGRAM ENHANCEMENTS

- Design graduated-program model which would redesign current programs based on age group (build in rewards, use access to opportunities as motivation, develop rites of passage)
  - Similar to Teen Center model, consider establishment of assigned age group leadership to increase consistency of experience and to strengthen relationships with staff
- Improve consistency of implementation of current programs through development and implementation of program policies and procedures and increased use of assessments to capture measurable results (short-term)
  - Ensure consistent communication and implementation of policies with families
- Review current program pricing strategy on an annual basis to determine if adjustments should be considered
- Develop and implement program promotion plan and strategy (see Marketing)
- Establish “Youth Advisory Council” to allow participants to provide suggestions to improve current programming and provide input into future programming

## FUTURE PROGRAM CONTENT/EXPLORATION

- Increase exposure and range of offerings for unique, hard-to-find after-school options<sup>1</sup>
  - Offerings should focus on differentiation of the Club as compared to other youth-serving organizations in the region
  - Assess opportunity to use community volunteers, such as high school or college students with unique skills to share
  - Visit other clubs to observe programming and gather additional insights in becoming a “programming-driven” Club (*example: Warwick, RI*)
  - Visit high schools and speak to teens regarding their needs as well as promote the Club’s offerings
- Increase family engagement and participation in Club-based events and experiences
  - Designate a staff member (*or add parent/community member*) as “Caregiver Engagement” role as a part-time position to support communication with parents
  - Incorporate family engagement components into existing and future programming (showcasing participant progress)
  - Develop and implement family/caregiver specific-programs, such as GED or job-training programs (two-generation model)
- Improve participant access to services and supports
  - Identify services of need (therapeutic programming, counseling) and determine best approach to increase access (provide on-site, provide referral)
  - Develop robust referral list for a range of services and supports available to youth and families (see Systems Participation)
- For all new programs, develop a program plan prior to implementation to:
  - Determine if there is evidence based practice (a model that has been proven to be effective)

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<sup>1</sup> Suggested examples from Board retreat: creative arts (music, theater), graphic design, technology, leadership/citizenship, practical/life skills, less common sports (fencing, lacrosse), languages, robotics, public speaking

- Develop a logic model for the program, clearly identifying the activities that will be undertaken and the outcomes that will be achieved
- Involve potential participants in design process to provide perspectives from the program's user's point of view
- Create timeline of key tasks to govern implementation and ensure consistency of implementation

## GOAL #2: EXPAND AND CULTIVATE OUR RELATIONSHIPS

### MARKETING AND PUBLIC RELATIONS

- Develop and implement formal marketing plan, including identification of market segments and selection of target communication messages and strategies for each segments
  - Include new techniques and platforms (social media, texting)
- Develop and implement media relations strategy and implement/establish routine media outreach
- Develop and implement brand standards based on national guidelines
- Support marketing efforts through recruitment of marketing expertise on a volunteer basis or at the Board level
- Develop collaterals to support Board recruitment
- Initiate contacts and develop materials to support referrals from other organizations

### FUND DEVELOPMENT

#### *Foundations and Corporate Support/Grant Writing*

- Develop overview presentation of strategic plan, desired program evolution, and required staffing model leveraging national benchmarks to present to nonprofit funders and corporate supporters
- Establish calendar of standing meetings and/or formal communication with staff and Board leadership and major funders to share progress against the strategic plan
- Develop strategic relationship cultivation approaches for major corporations, within and beyond Waterbury
  - Continue efforts to research and identify grant opportunities (local, state, national)
- Develop approach to monitor funder reporting requirements and/or other requests (approval/communication of changes in how funds are used, timely reporting, increased use of data in reporting outcomes of program activity)

#### *Earned Income*

- Increase revenue for facilities usage in off-hours
  - Pursue feasibility of providing space and support to foster children, who may be suspended from school and require supervision;
  - Consider development of wellness programs for seniors and other community members
    - Similar to Hispanic Elder Coalition Model; may require additional licensure/certification; reimbursable services based on count
  - Review rental pricing of gym and facilities



- Review fee structure for membership and enrichment activities; consider developing of sliding fee scale for high-interest enrichment options

### *Individual Giving*

- Identify short-list of alumni for major gift relationship development, with support of Board of Directors
- Establish active alumni group to engage in volunteer options at the Club
- Increase Board giving with a goal of 100% participation
- Develop a Board driven annual campaign with customized, personalized solicitations
  - Identify and cultivate potential donors
  - Follow-up with stakeholders engaged in strategic planning process to review plan and engage in supporting the organization
- Continue to grow and expand annual special event, considering supporting event with Board-led committee with broader range of non-Board member volunteers

### *Infrastructure*

- Add staff support within fund development office based on most promising sources (grant writing, corporate support, foundation support)
- Create fund development reporting with current, pending grant requests and strategic relationship cultivation efforts

## **SYSTEMS PARTICIPATION**

- Develop and implement a relationship cultivation strategy for key partners in the youth and family services ecosystem in the community
  - Deepen our understanding of the eco-system of youth serving organizations in the city of Waterbury to assess the range of services and experiences available
  - Engage families in creation of map, understanding where they currently go for services, support, and enrichment opportunities
  - Determine what groups if any provide advocacy for those we serve or for youth development issues of concern
  - Determine what groups may have interest in delivering services within the Club's facilities
  - Determine other community based/community development organizations that have strong relationships with the community
- To determine opportunities for strategic alliances amongst other Boys & Girls Clubs, convene regional Boys & Girls Club leadership to strengthen regional connections and deepen understanding of Club offerings
  - Assess feasibility of a range of collaborative options including shared administrative support and systems, program staff
  - Use contracts (MOU) to guide and support collaborative discussion to ensure confidentiality, proper engagement of staff and Board leadership, and timeliness of decision-making

## GOAL #3: STRENGTHEN OUR STAFF AND INVEST IN OUR INTERNAL CAPACITY

### HUMAN RESOURCES

- Assess and adjust the staff infrastructure to best support the organization; work with national to better understand required staffing support for current attendance
  - Update formal job descriptions, accordingly
  - Monitor and adjust compensation to maintain competitive position
- Develop a strong employee culture linked to the achievement of mission and vision
- Develop and implement performance cultivation process linked to culture for staff including annual goal setting, ongoing coaching, recognition opportunities, and performance reviews
- Provide consistent opportunities for professional development for all staff, focused on new program development, youth development, organizational policies, and customer service
- Monitor staff climate on an ongoing basis via an annual staff survey and provide summary report to the Board of Directors
- Formalize recruitment and hiring processes

### FINANCIAL MANAGEMENT

- Develop month-to-month cash flow and forecasting reporting templates for review by the Finance Committee on a monthly basis
- Establish and monitor financial benchmarks and ratios to track progress over time
- Develop policy to guide Board-level decision making in the use of reserves
- Continue efforts to resolve historical financial management challenges
- Develop and maintain physical inventory and track acquisition and disposal of assets
- Continue to research opportunities for cost savings and revenue generation through innovative methods, partnerships, and earned income

### 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 (fire drill plan, informed by results of national safety assessment)
- Monitor opportunities for expansion of current property (purchase of neighboring properties, rehabbing of pool space into program space) *[and/or investigate sale of property to youth serving organization and move to alternate location (recommend removing)]*

### RISK MANAGEMENT

- Review personnel policies and procedures from liability prevention perspective
- Create a communications and media relations policy which identifies formal spokesperson for the organization and guides Board members and other volunteers as to how to handle media inquiries and addresses use of organization correspondence tools, e.g. letterhead, logo, etc. (linked to media relations strategy)



- Develop succession plan for key staff and Board leadership positions, which address both short- and long-term planned and non-planned departures
- Provide advanced training in financial management to Executive Director to deepen knowledge of nonprofit accounting practices

## INFORMATION MANAGEMENT

- Develop an Information Management Plan that is organization wide
  - As new program plans come together, explore and select the kinds of information that will be needed to implement, manage, and report about the program
- Build information management systems in response to local, national, and funder requirements and needs of program and administrative management for information to support decision-making
- Build staff understanding of information management as an organization wide capacity building challenge
  - Provide on-going professional development opportunities for all staff in information management and data collection
- Ensure that capital budget includes investments in IM infrastructure routinely to maintain currency

## GOAL #4: LEARN FROM OUR PRACTICE

### QUALITY ASSURANCE

- Establish an organization-wide evaluation plan, linking the variety of current data collection and reporting efforts (see Information Management)
  - Evaluate current data collection and analysis procedures to ensure that the efforts are aligned with our desired client outcomes
  - For each new program, define evaluation model
  - Focus on consistency of implementation
- Develop policies and procedures to respond promptly to family/youth/community inquiries or complaints
- Review range of tools used to solicit feedback from youth and families; ensure results are provided in timely manner to adjust program and organization efforts accordingly

## GOAL #5: CONTINUE TO EVOLVE OUR BOARD OF DIRECTORS

### BOARD RECRUITMENT

- Develop simplified version of strategic plan to use as a recruiting tool for new Board members
- Identify networks of community members (philanthropic, civic 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 work forward in-between Board meetings
  - Establish standing annual schedule of committee meetings and Board meetings (vs. committee meetings to be called at discretion of 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 (local, national)
  - Use Board meetings to create mini-trainings on key topics relevant to the work of the Board

## MONITORING OUR PROGRESS

The Strategic Plan is a living document that is a road map by which the Executive Director and Board of Directors should be held accountable. The Plan should be utilized to create annual goals for the Executive Director and for the Board of Directors. Progress against goals can be monitored by ensuring regular updates on plan progress at Board of Directors meetings and consistent reporting on desired key results, noted below.

## KEY RESULTS

As part of the implementation of the Strategic Plan, the Board of Directors will establish a set of key results to measure and monitor progress of implementation. These measurable results are aligned with the goals established in the plan. The table below represents proposed key results for consideration.

<i><b>Goal Description</b></i>	<i><b>Proposed Key Results</b></i>
Strengthen Our Programming and Expand Our Programs and Offerings	<ul style="list-style-type: none"><li>• Overall Club satisfaction (annual – national reporting)</li><li>• Average daily census (monthly)</li><li>• Number of new programs and enrichments added/implemented (quarterly/annual)</li><li>• Number of attendees in family engagement activities (quarterly)</li><li>• Positive outcome reports from programs (annual)</li></ul>
Expand and Cultivate Our Relationships	<ul style="list-style-type: none"><li>• Number of individual donors (quarterly)</li><li>• Number of significant corporate and foundation funders (annual)</li><li>• Participation in alumni activities (quarterly)</li><li>• Number of press inquiries/mentions (quarterly)</li><li>• Target fundraising goals by segment (quarterly)</li><li>• Number of months of operating revenue on hand (monthly)</li></ul>



<b><i>Goal Description</i></b>	<b><i>Proposed Key Results</i></b>
	<ul style="list-style-type: none"> <li>• Amount of operating reserves (quarterly)</li> <li>•</li> </ul>
Invest in Our Internal Capacity and Invest in Our Staff	<ul style="list-style-type: none"> <li>• Percentage of completed annual reviews (annual)</li> <li>• Staff morale/climate (annual survey)</li> <li>• Staff retention/turnover (annual)</li> <li>• Trainings offered and attended by staff (quarterly)</li> </ul>
Learn from Our Practice	<ul style="list-style-type: none"> <li>• Outcome reports (annual)</li> </ul>
Empower Our Board of Directors	<ul style="list-style-type: none"> <li>• Average attendance at Board meetings (annual)</li> <li>• Number of attendees at committee meetings (quarterly)</li> <li>• Pipeline of Board candidates (quarterly)</li> <li>• Percentage of Board member giving (annual)</li> </ul>

## APPENDIX A: YEAR ONE PRIORTIES TO GUIDE IMPLEMENTATION

### **GOAL #1: Strengthen Our Programming and Expand Our Programs and Offerings**

#### **STRATEGIES**

Improve consistency of implementation of current programs through development and implementation of program policies and procedures and increased use of assessments to capture measurable results (short-term)

Establish "Youth Advisory Council" to allow participants to provide suggestions to improve current programming and provide input into future programming

Incorporate family engagement components into existing and future programming (showcasing participant progress)

Develop robust referral list for a range of services and supports available to youth and families (see Systems Participation)

Develop a logic model for new programs, clearly identifying the activities that will be undertaken and the outcomes that will be achieved

- Involve potential participants in design process to provide perspectives from the program's user's point of view

- Create timeline of key tasks to govern implementation and ensure consistency of implementation

### **GOAL #2: Expand and Cultivate Our Relationships**

#### **STRATEGIES**

#### **MARKETING AND PUBLIC RELATIONS**

Develop and implement formal marketing plan, including identification of market segments and selection of target communication messages and strategies for each segments

- Include new techniques and platforms (social media, texting)

Develop and implement media relations strategy and implement/establish routine media outreach

Support marketing efforts through recruitment of marketing expertise on a volunteer basis or at the Board level

#### **FUND DEVELOPMENT**

#### *Foundations and Corporate Support/Grant Writing*

Develop overview presentation of strategic plan, desired program evolution, and required staffing model leveraging national benchmarks to present to nonprofit funders and corporate supporters

Establish calendar of standing meetings and/or formal communication with staff and Board leadership and major funders to share progress against the strategic plan

Develop strategic relationship cultivation approaches for major corporations, within and beyond Waterbury

Continue efforts to research and identify grant opportunities (local, state, national)

Develop approach to monitor funder reporting requirements and/or other requests (approval/communication of changes in how funds are used, timely reporting, increased use of data in reporting outcomes of program activity)



<i>Earned Income</i>
Increase revenue for facilities usage in off-hours - Pursue feasibility of providing space and support to foster children, who may be suspended from school and require supervision;
<i>Individual Giving</i>
Establish active alumni group to engage in volunteer options at the Club
Increase Board giving with a goal of 100% participation
Continue to grow and expand annual special event, considering supporting event with Board-led committee with broader range of non-Board member volunteers
<b>SYSTEMS PARTICIPATION</b>
To determine opportunities for strategic alliances amongst other Boys and Girls Clubs, convene regional Boys and Girls Club leadership to strengthen regional connections and deepen understanding of Club offerings
Assess feasibility of a range of collaborative options including shared administrative support and systems, program staff
Use contracts (MOU) to guide and support collaborative discussion to ensure confidentiality, proper engagement of staff and Board leadership, and timeliness of decision-making

<b>GOAL #3: Invest in Our Internal Capacity</b>
<b>STRATEGIES</b>
<i>FINANCIAL MANAGEMENT</i>
Develop month-to-month cash flow and forecasting reporting templates for review by the Finance Committee on a monthly basis
Develop and maintain physical inventory and track acquisition and disposal of assets
Continue to research opportunities for cost savings and revenue generation through innovative methods, partnerships, and earned income
<i>PHYSICAL PLANT</i>
Develop facility plan linked to strategic plan, including capital budgets for purchase and repair (Annually identify physical plant needs, budgeting for repairs and refurbishment)
Develop standards for sanitation and safety (fire drill plan, results of national safety assessment)
<i>RISK MANAGEMENT</i>
Develop succession plan for key staff and Board leadership positions, which address both short- and long-term planned and non-planned departures
<i>INFORMATION MANAGEMENT</i>
As new program plans come together, explore and select the kinds of information that will be needed to implement, manage, and report about the program
Build staff understanding of information management as an organization wide capacity building challenge
<b>HUMAN RESOURCES</b>
Develop and implement performance cultivation process linked to culture for staff including annual goal setting, ongoing coaching, recognition opportunities, and performance reviews

Provide consistent opportunities for professional development for all staff, focused on new program development, youth development, organizational policies, and customer service
Monitor staff climate on an ongoing basis via an annual staff survey and provide summary report to the Board of Directors

<b>GOAL #4: Learn From Our Practice and Invest in Our Staff</b>
<b>QUALITY ASSURANCE</b>
Establish an organization-wide evaluation plan, linking the variety of current data collection and reporting efforts (see Information Management)
Develop policies and procedures to respond promptly to family/youth/community inquiries or complaints

<b>GOAL #5: EVOLVING OUR BOARD</b>
<b>STRATEGIES</b>
<b>BOARD RECRUITMENT</b>
Develop simplified version of strategic plan to use as a recruiting tool for new Board members
Identify networks of community members (philanthropic, civic 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
<b>BOARD PROCESS &amp; STRUCTURE</b>
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 work forward in-between Board meetings
Establish standing annual schedule of committee meetings and Board meetings (vs. committee meetings to be called at discretion of 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
<ul style="list-style-type: none"> <li>○ Create annual calendar of Board training opportunities (local, national)</li> <li>○ Use Board meetings to create mini-trainings on key topics relevant to the work of the Board</li> </ul>