



**BOYS & GIRLS CWB  
OF STAMFORD**

# Boys & Girls Club of Stamford

Strategic Plan Update  
2019-2021

# Overall Plan Goals

Every child will have the opportunity to be prepared for a self-sufficient adulthood contributing to the economy of the future and the community. The overall goal of the Plan is to increase the percent of Club members having an "optimal" Club experience to exceed the national average of 38% by 2021 and the national goal of 75% by 2025. The specific goals are described as follows:

- Provide Club members with a high-quality Club experience that emphasizes fun, is safe, leads to a sense of belonging and the opportunity to develop the skills needed to achieve success in the 21st century.
- To develop practices and program models that demonstrate measurable impact on our Club youth to graduate from high school with a plan for the future, develop good character and citizenship, and adopt a healthy lifestyle.
- Become an advocate in the Stamford community to provide access to high-quality, non-school-time programs and experiences that equip young people with the tools to succeed.
- Establish dynamic partnerships with local public and private institutions to leverage the ability of the Club to become a complete solution for our youth.

# Executive Committee

- Commence public and private (e.g., corporate and foundation) campaigns focused on creating awareness and broadening community investment into Teen Center programs and expanding operational capacity
- Develop Teen Center program priorities and strategies, including work force development, in conjunction with key community leaders
- Develop capabilities to expand individual and planned giving efforts in order to reduce dependence on episodic special events
- Establish infrastructure to support and institute periodic outcomes measurement for key programs
- Successfully launch Friends of the Club and formal alumni initiatives
- Succession planning - Board leadership
- Support Executive Director and senior staff participation in beneficial leadership and community engagement activities

# Program/Safety

- Meaningfully increase overall National Youth Outcomes Initiative survey results from 28% to 38% by 2021 and have a plan in place to drive at least 75% by 2025
- Positively impact key membership and attendance statistics and drive increases from December 2018 to December 2021:
  - ./ Overall membership from 1,600 to 2,000
  - ./ Registered teen members from 700 to 1,000
  - ./ Average daily regular attendance from 520 to 700
  - ./ Average daily teen attendance from 150 to 250
- Annually assess membership and summer camp fee structure
- Annually assess the cost/benefit/desirability of each program
- Ensure that all BGCA protocols are followed with respect to expected safety measures
- Support development of Teen Center program strategy and execution
- Establish infrastructure to support and institute periodic outcomes measurement for key programs

# Teen Center

Increase retention of teen members in order to provide them with sufficient opportunities to realize their full educational, personal and professional potential:

- Request incremental financial support from the City of Stamford
- Establish a work force development (WFD) task force comprised of key city and community leaders to help select and guide WFD priorities and programs
- Create a public campaign to raise funds for Teen Center programs
  - Develop a script for messaging the opportunity, need and targeted outcomes
  - Develop a prioritized list of potential programs, including WFD
  - Develop target list of potential program partners/donors/funding sources to solicit
  - Hold events to showcase investment opportunities to potential donors
- Develop staffing plans to support the Teen Center and a model for evaluating potential programs

# Donor Development

- Increase annual revenue from \$2.5 million to \$3.0 million by fiscal 2020/2021 while simultaneously reducing dependence on special events and instilling a philosophy of philanthropy throughout the organization, moving from transactional to transformative by driving the following:
  - Continue to identify and cultivate relationships with high priority target donors and prospects to drive individual giving from 14% of revenue to 20%
  - Leverage the Teen Center investment to create new donor opportunities
  - Expand/broaden corporate giving and foundation grant solicitations to grow from 11% of revenue to 15%
- Establish a planned giving campaign and obtain at least two pledges by the end of fiscal 2019-2020
- Formalize alumni network outreach

# Finanee/Investment

- Maintain a monthly meeting cadence to drive finance initiatives:
  - v'Assess financial reporting needs and adjust as needed
  - v'Institute cash forecasting to better manage cash needs and projections
  - v'Ensure that all internal control deficiencies identified by the auditors are remediated in a timely manner
  - v'Institute program accounting for the 2019-2020 fiscal year
- Conduct a thorough annual budgeting process
- Provide quarterly investment updates to the Board and assess investment decisions on an annual basis
- Repay line of credit and limit usage prospectively to short-term timing matters that are repaid immediately as soon as cash becomes available

# Nominating & Board Development

- Routinely assess organizational board needs and actively target and recruit a pipeline of potential board candidates and guide them through the evaluation and nomination process
- Ensure that new board members are properly oriented to Club operations, assigned to at least one event and one standing committee and have a mentor assigned to them
- Recommend and support opportunities for ongoing education of board members
- Participate in the annual evaluation of board member engagement
- Support the Friends of the Club initiative to expand advocacy efforts to key community leaders



# Human Resources

- Periodically review the Club handbook to ensure policies and procedures are up to date and in compliance with applicable laws and regulations
- Advise on recruitment efforts and take part in interviews for key leadership roles
- Periodically review compensation and benefits offered to Club personnel and recommend changes when needed
- Ensure there is a standardized and comprehensive mechanism for objectively evaluating the performance of the Executive Director and ensure that the Executive Director has a consistent, standardized approach for evaluating their staff
- Participate in the development/review of expectations, goal setting and performance for the Executive Director and other key staff members
- Serve as a sounding board for the Executive Director in light of challenging staff issues and provide guidance on how they should best be handled
- Conduct exit interviews when key leaders depart from the organization; use information from these interviews to recommend changes where needed
- Facilitate an annual succession planning review for senior staff roles and report out to the full Board

# Marketing/Communications

- Tie all the Club's activities together through a common message, common language, and common look
- Maximize the public relations aspect of the good works, victories and outcomes of the Club and/or our members
- Create a stronger brand identity and social media presence for the Club
- Support the transformation of the capital campaign from targeted high dollar donors to a public campaign focused on broadening community investment into Teen Center programs

# Facilities

- Support construction of the new Teen Center:
  - vi'Engage a third party to oversee the general contractor to protect the Club's interests
  - vi'Remain engaged throughout the construction phase to troubleshoot issues that may arise
  - vi'Evaluate usage alternatives for the areas being built and make recommendations to Club management and the Board
- Ensure that all BGCA protocols are followed with respect to safety and security measures
- Periodically assess maintenance needs for all facilities and develop a responsive annual plan to address those needs in the context of the budget

# Strategic Plan Financial Projections (Cash Basis)

	Fiscal 17-18 Actual		Fiscal 18-19 Budget		Fiscal 18-19 Est		Fiscal 19-20 Proj		Fiscal 20-21 Proj	
	\$	%	\$	%	\$	%	\$	%	\$	%
Income:										
Contributions	630,873	27.5%	795,000	31.6%	890,576	34.9%	765,400	27.0%	780,000	27.0%
Grant Income	328,509	14.3%	450,000	17.9%	<b>400,000</b>	15.7%	475,000	16.8%	500,000	17.3%
Special Events	498,759	21.7%	542,000	21.5%	507,000	19.9%	535,000	18.9%	<b>540,000</b>	18.7%
Program Fees & Dues	479,577	20.9%	<b>468,000</b>	18.6%	472,000	18.5%	475,000	<b>16.8%</b>	487,000	16.9%
Rental Income	<b>236,900</b>	10.3%	<b>180,000</b>	7.2%	201,876	7.9%	<b>200,000</b>	7.1%	<b>200,000</b>	<b>6.9%</b>
Capital Campaign Ops							<b>200,000</b>	<b>7.1%</b>	<b>200,000</b>	6.9%
Investment Income	121,084	5.3%	<b>82,000</b>	3.3%	<b>82,000</b>	3.2%	182,000	6.4%	182,000	6.3%
<b>Total Income</b>	<b>2,295,702</b>	<b>100.0%</b>	<b>2,517,000</b>	<b>100.0%</b>	<b>2,553,452</b>	<b>100.0%</b>	<b>2,832,400</b>	<b>100.0%</b>	<b>2,889,000</b>	<b>100.0%</b>
Expenses:										
Comp & Benefits	1,631,883	71.1%	1,679,037	66.7%	1,692,195	66.3%	1,750,000	61.8%	<b>1,800,000</b>	62.3%
Professional Fees	172,865	7.5%	123,543	4.9%	118,700	4.6%	158,000	5.6%	161,000	<b>5.6%</b>
General Admin	194,653	<b>8.5%</b>	180,149	7.2%	187,309	7.3%	<b>190,000</b>	6.7%	190,000	6.6%
Facilities/Equipment	304,257	13.3%	312,600	12.4%	322,571	12.6%	330,000	11.7%	330,000	11.4%
Program	278,750	12.1%	<b>254,000</b>	10.1%	254,191	10.0%	350,000	12.4%	<b>400,000</b>	13.8%
<b>Total Expenses</b>	<b>2,582,408</b>	<b>112.5%</b>	<b>2,549,329</b>	<b>101.3%</b>	<b>2,574,967</b>	<b>100.8%</b>	<b>2,778,000</b>	<b>98.1%</b>	<b>2,881,000</b>	<b>99.7%</b>
<b>Net Operating Income</b>	<b>(286,706)</b>	<b>-12.5%</b>	<b>(32,329)</b>	<b>-1.3%</b>	<b>(21,514)</b>	<b>-0.8%</b>	<b>54,400</b>	<b>1.9%</b>	<b>8,000</b>	<b>0.3%</b>