



**BOYS & GIRLS CLUB**  
OF THE COASTSIDE

# **Boys & Girls Clubs of the Coastsid Strategic Plan 2022 to 2027**

***Approved by the Board of Directors  
December 2021***

# PRESIDENT'S MESSAGE



Twenty-seven years ago, Boys and Girls Club of the Coastside opened with less than 100 students, and today we are serving over 800 members, and 5,000 with the use of BGCC facilities. Despite the pandemic that led to new and increased challenges for the communities we serve, we provided ongoing support and found new ways to empower our students, staff, and Board of Directors.

Our mission is “To enable all Coastside youth, especially those who need us most to reach their full potential as productive, caring and responsible citizens”. That is our focus as we continue to strengthen our organization, provide quality programs , enhance diversity, equity, inclusion, and belonging, and deepen our partnerships, so students will be prepared to succeed in their journey towards college completion, job placement, and lifetime learning.

In order to continue strengthening our organization, we have developed a five-year Strategic Plan based on three Strategic Priorities:

Strengthen Our Programs

Strengthen Our Organizational Structure

Leveraging Our Facilities

We are proud of the accomplishments achieved over the last twenty-seven years, and thank you for the role you play in helping our communities thrive and helping Boys & Girls Club of the Coastside provide a positive impact now and in future years.

Virginia Perry

President, Board of Directors

# STRATEGIC PLAN CHAIR MESSAGE



I'm delighted to have worked with such a talented and committed Board to develop a Strategic Plan which will further fortify the Boys & Girls Club of the Coastside.

We have spent many hours as a Board reviewing the Clubs' past successes and opportunities and identifying our future direction. We have listened to our many stakeholders in the community to ensure that the Strategic Plan will deliver sustained growth over the coming years whilst staying aligned to our strategic priorities.

Our plan will ensure we will involve more students and parents and in turn create an even more inclusive Club. We will continue to communicate with our stakeholders as we grow and we will continue to consult and listen to ensure we are aligned as we move into the future.

Children today have different interests than when I went to school and our Strategic Plan has a review process in place through which can add activities and ensure that the activity supports our children, is desired by parents, will be financially viable and approved by the Board.

I recently moved to Arizona but I'm confident that the Board and the Staff at the Club will deliver success against our Strategic Priorities. I wish you all success and will watch with interest from afar.

Good luck!!

Kevin Kelly  
Vice-President, Board of Directors  
Chair, Strategic Planning Process

# EXECUTIVE DIRECTOR'S MESSAGE



I am so proud of the work our staff has done in response to the crippling effects of the Covid-19 Pandemic on youth and their families in our Coastside communities including:

- safely providing daily in-person learning for over 70 young people during school closures.
- hosting socially-distanced conditioning clinics for basketball, volleyball, soccer, and golf to ensure fitness and healthy lifestyles prevailed during the pandemic.
- creating a vital profession development structure for young staff suddenly assigned new roles.

Our robust response demonstrate our ability to quickly pivot responding to emerging circumstances and our community's ever-changing needs.

I am equally proud of the dedication and strength of our Board of Directors who worked collaboratively, during the pandemic, to create this plan which outlines the long-term strategic place of Boys & Girls Club of the Coastside.

This document provides a framework through which all our work can be organized, including:

- Program Development
- Fundraising
- Community Connections and
- Organizational Structure

**I am excited to work with the Board and Staff to bring the vision of these Strategic Priorities to reality over the next five years.** Thank you to everyone who helped create this document and to everyone who will help us implement it! Together, we will enable all Coastside youth, especially those who need us most, to reach their full potential as productive, caring and responsible citizens

Jill Jacobson  
Executive Director

## MISSION

To enable all Coastside youth, especially those who need us most, to reach their full potential as productive, caring and responsible citizens.

## ASPIRATION

BGCC will be the first choice for all middle school students when it comes to out of school programs. We aim to add programs thoughtfully that will engage more and younger students. We remain committed to members until they transition well-prepared from high school.

## VISION

The vision of the Boys & Girls Club of the Coastside is to offer academic, enrichment, sports and fitness, social and emotional support, career and college preparation for all members so they have the tools and relationships to succeed in achieving their life goals regardless of the circumstances surrounding them.

## VALUES

- BGCC is
- Responsive and Innovative
  - Community Based and Collaborative
    - Honest and Accountable
  - Focused on Safety

# STRATEGIC PRIORITY 1 – Strengthen Our Programs

## VISION

As we continue to respond to the ongoing effects of the COVID-19 pandemic on youth in our Coastside communities we will work to ensure the quality of existing programs and expand to serve more young people. We strive to strengthen our current academic and athletic programs. We aim to add programs thoughtfully that will engage more and younger students to join BGCC.

## MILESTONES

1. We will create opportunities for community volunteers to bring their skills and passions to BGCC to offer programs that expand Members skills, support their development and build connections to caring adults.
2. We will offer all students an opportunity to learn expanded skills to be better prepared for the next step in their development.
3. We will offer programs for middle school students that support their academic and social emotional development while helping them prepare for what to expect and how to succeed in high school.
4. We will have a strong and comprehensive sports program that includes multiple sports at all levels – competitive, intramural/recreational, and developmental.
5. We will have documented process for reviewing new opportunities and deciding which to pursue.
6. We will have clear and up-to-date Memorandums of Understanding (MOU) defining roles and responsibilities with all our partners.
7. We will offer relevant programs for parents, administrators, teacher, and coaches in an effort support the students' success.
8. We will have clearly established the management responsibility of Cunha Sports and have developed a closer relationship with Cunha Boosters.
9. We will organize yearly summit between all sports organizations on the Coast to foster sharing and collaboration and establish our role as a leader.
10. We will work more closely with elementary schools so we can support young people as they arrive at middle school and explore how we can develop programming to serve more and younger students
11. We will maintain and expand community programs that continue local traditions and build our community connections.

# STRATEGIC PRIORITY 2 – Strengthen Our Organizational Structure

## VISION

BGCC will have clearly defined policies and procedures governing all operational areas.

## MILESTONES

1. We will enhance community recognition of BGCC by consistent use of logos and branding across all programs and communications.
2. We will use our New Business Planning Template to thoughtfully consider new program additions. We agree that new programs must come with adequate staff to ensure their success.
3. We will model best practice by having Board approved Financial, Investment, and Stewardship policies.
4. We will be an employer of choice for local graduates and support employees with a clear organizational chart, a comprehensive on-boarding system, regular professional development, a competitive salary schedule and an up-to-date Employee Handbook.
5. We will keep safety at the forefront by monitoring background checks and other mandated trainings for employees and volunteers; conducting an annual Safety Assessment and regularly reviewing our Safety Handbooks and Emergency Preparedness and Response plans.
6. We will strive for strong governance through an active Board with deep community connections who advocate for the Club, ensure its financial health and recruit and on-board new members in a comprehensive and thoughtful manner.
7. We will review our Strategic Priorities regularly and update our approaches to response to evolving community needs.
8. We understand data helps define our impact and strive to maintain systems that help us track donors and volunteers; members, former members (alumni) and their parents; and our programs.
9. We will ensure our future by creating a multi-year expense and revenue forecast, annually balancing our budget, maintaining a healthy reserve fund and considering other financial strategies, e.g. an Endowment.
10. We will establish and expand fundraising activities that will ensure our future financial success.

# STRATEGIC PRIORITY 3 – Leveraging Facilities

## VISION

BGCC will leverage the facilities we have built to help deliver high quality programs and utilize passive times to help generate income for other BGCC initiatives.

## MILESTONES

1. We know our community image is deeply strengthened by the properties we have built and renovated and we will plan for their maintenance and needed improvements.
2. We understand in our insulated coastal community relationships are key to successfully navigating systems and getting thing done. We will use our Board, Emeritus Board, and Community partners to nurture long-term relationships with City, School District and Community Leaders.
3. Through our previous work we have clarified that these facilities are available for rental income: Cunha Soccer Complex including Cage, Event Center, Cunha Tennis Courts, and Cunha Gym after 3 PM on school days, on weekends and during the summer. We understand these facilities are owned by CUSD and governed by our current MOU (signed May 2020.)
4. To price our facilities competitively we will benchmark the cost of rentals at other facilities locally and throughout San Mateo County looking at rates for both nonprofits and for profit groups.
5. To facilitate rentals we must have systems in place including rental guidelines, pricing structure, rental request portal, scheduling systems, custodial support, BGCC staff to manage and a strong working relationships with CUSD staff who impact these systems.
6. We know these facilities will not rent themselves and we will need to develop marketing plan. We think of using facilities for corporate, special, and private events including movie nights, concerts, and parties.
7. We know actively renting our facilities is new to our way of work and commit to learning as we go and continuous evaluation and improvement.
8. We will explore, explicitly, how our facilities can be used to raise revenue and enhance summer camp offerings for youth on the Coast.



# WHAT WE DO WELL

## Our Organization

- Respond quickly to change/Answer the changing needs of our community. We should give ourselves an "A" in terms of dealing with COVID and the BGCC stepping up for Cunha Sports
- Not bureaucratic.
- Hire local
- Well run organization – Jill does a great job in her role

## Mission Driven

- Care for the kids
- Creatively visualize the possibilities of the Club's expansion – and will seek ways to make it happen

## Board

- Trust internally (*the Board trusts each other*)
- Committed Board
- I am very impressed with everyone's commitment and willingness to help with whatever needs to be done

## Finance

- Financially strong.

## Marketing/Brand

- Brand is respected
- Integrate well with our local business community
- Effectively uses social media to advertise employee spotlights and upcoming events

# OPPORTUNITIES FOR IMPROVEMENTS

## Programs & Staffing

- Teen Center
- Event Center (and other properties) utilization
- Summer Camps
- Cross trained, informed about whole org
- Seek to improve our staff

## Broaden Base

- Expand our offerings to a broader base of youth from a wider demographic
- Seek to learn more about the successes of other Boys and Girls Clubs across the state and nationally and consider some of their ideas and practices

## Board Governance

- Education and agreement on role of Staff vs. Board
- I feel that the board is staying "in its lane" pretty well but I believe this is an area where communication and improvement is constant.
- Need to improve on areas of formalization in terms of board roles, but this does not mean that we slow down and definitely not bureaucratic.
- How do we share what committees are doing? We should provide a written summary for each board packet so that more detailed information can be shared without regurgitation at the board meeting.
- Communication opportunities for Board members to get involved

## Board Recruitment

- New Board member onboarding and integration – maybe match up new Board members with another Board member
- Fine tune our board recruitment policies, create a board member profile
- \$1,000 annual donation from each board member is a big "ask" to some of us on the board and it would be helpful if we were given other options besides money to donate to the club.
- Recruit board members that have kids that are attending or have attended our public school system as well as recruit parents of our current club members. A more diversified board will enlighten the board's perspective on many issues.

## Outreach/Collaboration

- We've improved in the last year I think, but there is still much potential to do more! I'd love to see us recruit an experienced, successful marketing professional to the Board.
- Collaboration with other non-profits – work together on a joint event
- Clarify and standardize roles & responsibilities

## Donors & Finances

- We should look into renting out the Event Center on a regular basis
- Improve our donor relationships and marketing practices to nurture these relationships for greater partnerships with them
- I feel that our financial status is constantly in flux. I would rather have much more in funding to give us the flexibility to perform more services for our community, hire and retain the best people, and expand the number of members we serve.
- Strong supporter of sports facilities -actually I would love that in the near future we say that we a strong supporter of ALL facilities where kids can be safe, gather, play, and learn. Not just sports facilities.

## Decision Making

- Prioritize better

# ACKNOWLEDGEMENTS

Board President: Virginia Perry  
Strategic Plan Chair: Kevin Kelly  
Financial Advisor: Steve Bacich  
Executive Director: Jill Jacobson  
BGCA Consultant/DOD: Jane Kim

## Board of Directors:

Steve Bacich	Betsy del Fierro
Roger A. Estrella	Cathy Elchinoff
Katie Howell	Geronimo Jimenez
John Kolbisen	Kevin Kelly
Susie Montgelas	Alan O'Driscoll
Virginia Perry	Charles Ott
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