



BOYS & GIRLS CLUB
OF THE COASTSIDE

Boys & Girls Clubs of the Coastsides

Strategic Plan 2022 to 2027

Approved by the Board of Directors

December 2021; Updated March 2023 and
March 2024



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



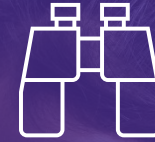
To enable all Coastside youth, especially those who need us most, to reach their full potential as productive, caring and responsible citizens.

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 BGCC 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

BGCC will 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.

Action Items

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.
11. We will expand our after school programs for elementary students in grades 3 to 5.
12. We will maintain and expand community programs that continue local traditions and build our community connections.
13. We will expand out offerings to include Sports Clinics and Sports Camps during school breaks and summer.

STRATEGIC PRIORITY 2 – Strengthen Our Organization

Vision

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

Action Items

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, formers members (alumni) and their parents; and our programs.
9. We will educate the community on what BGCC does and help donors, partners, parents, and the community understand the scope and impact of our organization.

STRATEGIC PRIORITY 3 – Secure Our Future

Vision

For sustainability, BGCC strives for comprehensive strategic planning, effective fundraising and beneficial partnerships to manage and develop resources, including staff, facilities and finances. BGCC will strengthen its visibility and influence in the community through advocacy, branding and marketing.

Background

We understand in our insulated coastal community relationships are key to successfully navigating systems and getting things done. We know our community image is deeply strengthened by the properties we have built and renovated.

Action Items

1. We will use our Board, Emeritus Board, and BGCC Community Partners to nurture long-term relationships with City, School District and Community Leaders.
2. 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.
3. We will expand fundraising activities that will ensure our future financial success.
4. We will raise funds to properly maintain the facilities we have built.
5. We will explore ways to raise revenue through rental of the facilities we have helped to build through special and private events.
6. We will expand summer and break camp and clinic offerings for youth on the Coast as a revenue generation strategy.
7. We will create a donor acquisition program aimed at major gift donors, corporations, and family foundations.
8. We will educate the community on what BGCC does – helping donors, partners, parents, and the community understand the scope and impact of our organization.
9. We will develop strong, effective advocacy and marketing materials, events and programs.
10. We will provide both Staff and Board training needed support the growth activities outlined here with special attention to cross-training and succession planning.

STRATEGIC PRIORITY 4 – Safety First

Vision

BGCC envisions a safe and inclusive environment where members feel comfortable and secure exploring their interests, developing their talents and building meaningful relationships.

Background

Through proactive measures and rigorous safety protocols, we strive to ensure that safety is ingrained in everything we do so that all Members can thrive and reach their full potential. Our comprehensive safety measures encompass all behaviors from physical security to emotional wellbeing.

Action Items

1. We will be a trusted partner in the community, where families have peace of mind, knowing that their children are in a safe and secure environment that promotes their overall development and happiness.
2. We will actively collaborate with parents and guardians for the safety and well-being of their children.
3. Our staff will be trained to create a supportive and inclusive atmosphere where Members feel valued, respected and heard.
4. We will train staff members to recognize and address bullying behaviors and other modern threats. We will teach Members about empathy, conflict resolution, digital literacy, healthy relationships and lifestyles.
5. We know Members observe their peers' behaviors keenly. We will strive for an environment where Members feel confident to "say something" if they "see something" because they know staff will listen and respond.
6. We will work to empower Members with the tools they need to resolve conflicts.
7. Our annual safety inspection will be an opportunity to reflect on improvements we can make to systems and facilities.
8. We will ensure all staff, coaches, and volunteers are updated annually on key safety concepts.
9. We will practice Big Five (San Mateo Counties coordinated response to emergencies) drills with students and Members to ensure preparedness.
10. We will maintain appropriate insurance to ensure our Members, staff, volunteers and Board are protected.
11. We will ensure compliance with BGCA membership requirements and always conduct our business with legal and ethical integrity.

Acknowledgements—Original Adoption-December 2021

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

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Steve Bacich
Roger A. Estrella
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Geronimo Jimenez
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Alan O’Driscoll
Charles Ott
Ed Watkins

Acknowledgements – Update March 2023

Board co-Presidents: Betsy del Fierro and Roger Estrella
Executive Director: Jill Jacobson

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Acknowledgements – Update March 2024

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